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TranPlan 21
2000 Annual Report

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TranPlan 21
2000 Annual Report

System Characteristics Overview
and
Policy Goals and Action Status

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Montana Department of Transportation
October, 2000

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Introduction

TranPlan 21 is Montana's first statewide multimodal transportation plan. The plan, published in February of 1995, identified the most pressing transportation issues facing Montana, evaluated future transportation concerns, and established the policy goals and actions that will guide the state's transportation system into the 21st Century.

The intent of TranPlan 21 is to avoid "wish list" planning by establishing a clear set of policy goals and priorities for addressing statewide transportation needs, based upon the funding levels that Montana can afford. The process of identifying needs, establishing goals, and setting priorities involves careful technical analysis, policy deliberation, and the active involvement of transportation providers and users throughout Montana. TranPlan 21 covers a twenty-year planning period. A majority of the actions have been completed and the remaining are in the process of being implemented.

To ensure that TranPlan 21 is realistic and reflects the priorities of Montana's transportation system users and citizens, the Montana Department of Transportation (MDT) annually reports on current use, condition and performance of different elements of the statewide system in the *Annual Report*. The *Annual Report* also reports on the status of TranPlan 21 policy actions and goals.

The flow chart on the next page shows the process MDT follows to implement and continually evaluate the status of TranPlan 21 and Montana's transportation system.

TranPlan 21

Implementation and Evaluation Process

1994 & 1995

TranPlan 21 Development

Annually

TranPlan 21 Annual Report

- System Characteristics Overview
- Policy Goals and Actions Status

Biennially

Biennial Analysis

- Technical and Public Perception Analyses
- Summary & Recommendations

Public Involvement

- Open houses
- Telephone survey
- Stakeholder surveys

Ongoing Public Involvement

- ✓ Newsletter
- ✓ Speakers' Bureau
- ✓ Toll-Free Information and Comment Line
- ✓ Focus or Advisory Groups
- ✓ Press Releases & Advertisements
- ✓ STIP Input
- ✓ Special Mailings
- ✓ Internet
- ✓ Transportation Workshops & Conferences

2000 Annual Report

SYSTEM CHARACTERISTICS OVERVIEW

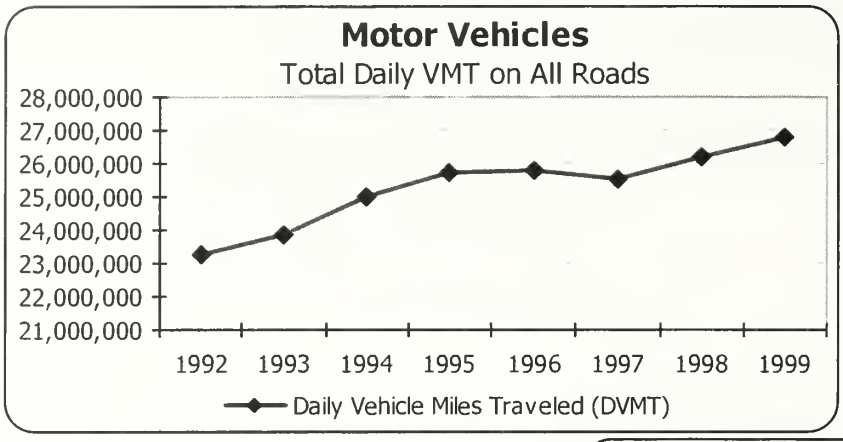
2000 Annual Report

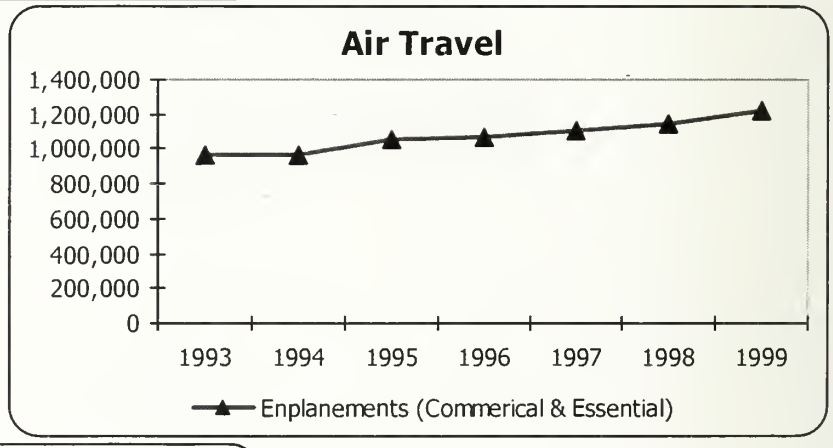
System Characteristics Overview

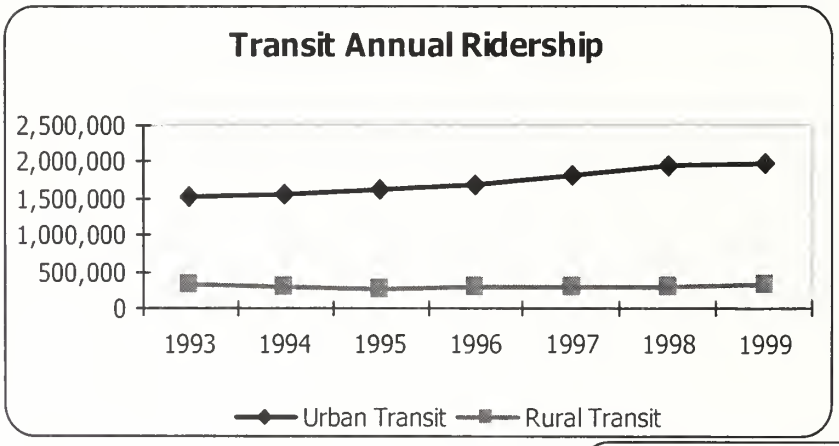
Economic Development

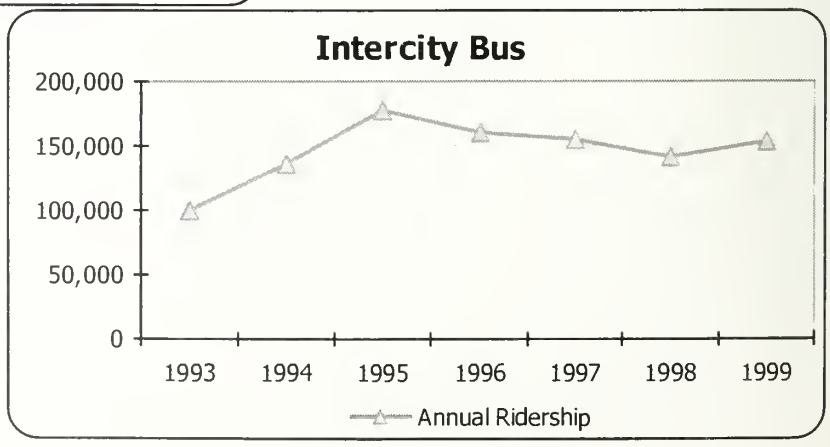
Use of Different Transportation Modes

Exhibit 1









Refer to Exhibit 6 in TranPlan 21

Use of Different Transportation Modes

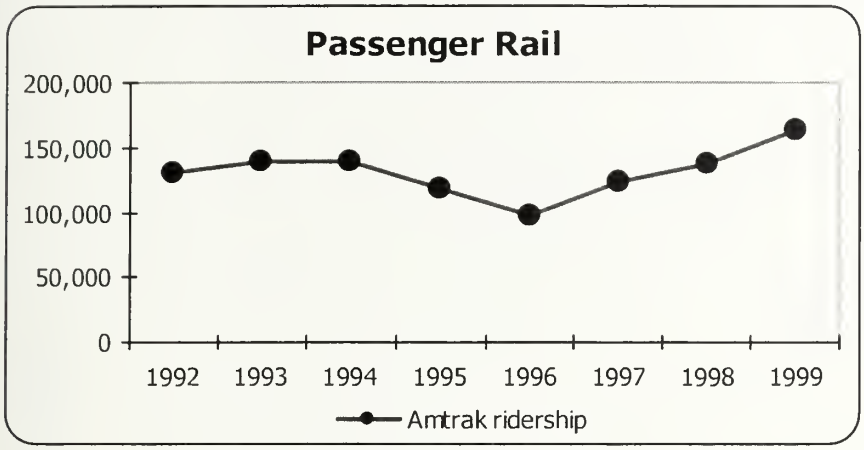


Exhibit 1 (cont.)

TranPlan 21 has initiated an approach to planning and managing Montana's transportation system that includes all modes, considers how we can use the existing system effectively, and takes in account the entire system. The goal - a statewide multimodal transportation system that includes facilities and services operated by many different units of government and the private sector. The success of this requires a close collaboration and partnership between MDT and other transportation providers.

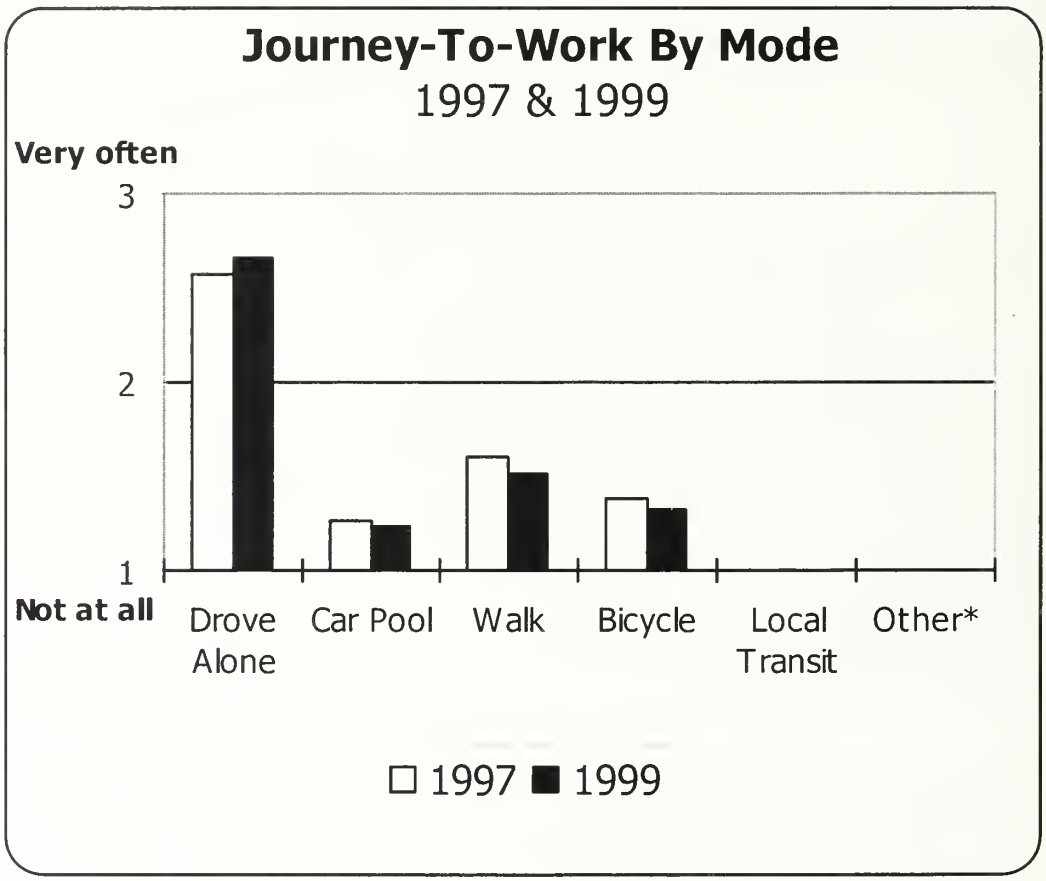
Montana has extensive passenger and multimodal freight transportation systems. These systems serve a variety of different transportation demands and trip purposes. Considering the geographical scale and low population density of Montana, citizens, businesses, and visitors alike have a high level of mobility. However, the potential for modal trade-off is somewhat limited.

The availability of more than one mode ensures that users have a choice of modes. Competition between modes is a distinguishing characteristic of multimodalism. This occurs where the markets, or demand for modes overlap and it is possible to make choices or trade-offs between modes. Montana has little competition because each mode often tends to serve entirely different markets.

The graphs in Exhibit 1 illustrate how the use of some modes in Montana has fluctuated over the years. It is important to examine these fluctuations carefully, because they can be caused by a variety of factors that may not be immediately evident. For example, Amtrak's Empire Builder reduced its daily operations to four days a week from February 1995 to May 1997.

Journey-to-Work by Mode

Exhibit 2



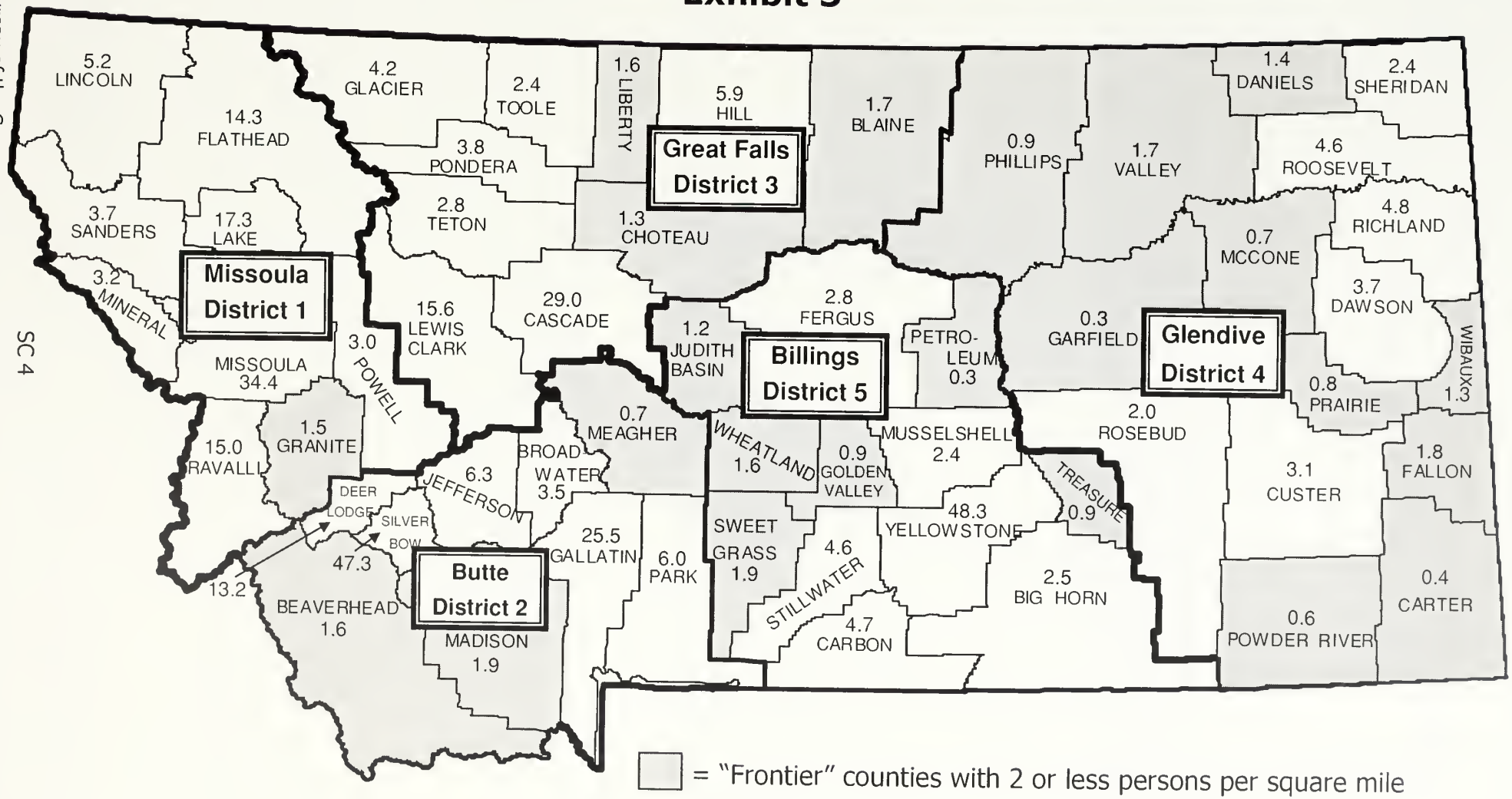
*Other modes includes motorcycles, passenger rail, & intercity bus

Comparing trips by mode provides a better comparison than comparing just the modes. Exhibit 2 shows journey-to-work by mode. This data was obtained from the *1997* and *1999 TranPlan 21 Public Involvement Telephone Surveys*. Montana residents were asked to describe the general frequency of the transportation mode they used for travel to and from work. Driving alone is the most common mode. However, one should keep in mind the variability of responses. For example, people may drive alone to work very often and walk once in a while.

Source: 1997 and 1999 Public Involvement Telephone Survey
John Baldridge, University of Montana, Bureau of Business and Economic Research
Refer to Exhibit 7 in TranPlan 21

County Population Density

Exhibit 3



Source: US Bureau of the Census
1999 County Population Densities

County Population Density

Montana's projected economic and population trends indicate a state with distinct regional differences. These differences can be readily seen in the population densities of Montana's counties. Population density for the entire state in 1999 was 6.1, yet there are counties with densities more than double the statewide density such as Missoula, Gallatin, and Yellowstone (see Exhibit 3). At the same time there are many counties that fall under the definition of "frontier"* with less than 2 persons per square mile. Most of these "frontier" counties are located in the eastern part of the state.

Regional differences can also be seen in the public's perception of transportation problems. For example, District 1 residents in western Montana feel that traffic congestion is a serious to moderate problem, while residents in the more rural districts feel adequate rest areas are a bigger concern (*1999 Public Involvement Telephone Survey*).

⇨ **NOTE:** * The 19th Century Census Bureau "frontier" standard was the area west of the 98th Meridian with fewer than two persons per square mile.

Population of Montana's Most Populous Counties

Exhibit 4

COUNTIES	POPULATION			% CHANGE	% CHANGE
	1980	1990	1999*	1980 - 1990	1990 - 1999
Cascade	80,696	77,691	78,282	**-3.7%**	0.8%
Flathead	51,966	59,218	72,773	14.0%	22.9%
Gallatin	42,865	50,463	63,881	17.7%	26.6%
Lake	19,056	21,041	25,885	10.4%	23.0%
Lewis & Clark	43,039	47,495	54,075	10.4%	13.9%
Lincoln	17,752	17,481	18,819	**-1.5%**	7.7%
Missoula	76,016	78,687	89,344	3.5%	13.5%
Ravalli	22,493	25,010	35,811	11.2%	43.2%
Silver Bow	38,092	33,941	33,954	**-10.9%**	0.0%
Yellowstone	108,035	113,419	127,258	5.0%	12.2%
Statewide Population	***789,065***	***799,065***	***882,779***	***1.3%***	***10.5%***

* Population estimates

Population growth is one of the key factors affecting the future supply and demand of transportation in Montana. Between 1980 and 1990, population in the state grew by only 10,000 or 1.3%. Since 1990 the state's population has increased over 10% with significant growth in western Montana and the Billings and Bozeman areas.

Data indicates that future growth will continue in rural areas surrounding the city limits. This growth creates transportation demands that are a challenge to serve. In addition, growth is usually uneven which adds to the difficulty for planning, maintaining and building Montana's transportation system.

Source: 1990 Census, US Bureau of the Census,
Census & Economic Information Center, Montana
Refer to Exhibit II-7 in TranPlan 21

Manufacturing Sector Labor Earnings

Exhibit 5

MANUFACTURING INDUSTRY	EARNINGS 1992	EARNINGS 1998	% OF TOTAL 1992	% OF TOTAL 1998	% CHANGE 1992 - 1998
Lumber and wood products	$292,629	$286,373	40.2%	30.2%	**-2.1%**
Furniture and fixtures	$9,503	$15,734	1.3%	1.7%	65.6%
Stone, clay and glass products	$28,737	$39,123	4.0%	4.1%	36.1%
Primary metal industries	$49,737	$114,882	6.8%	12.1%	131.0%
Fabricated metal products	$17,274	$24,958	2.4%	2.6%	44.5%
Industrial machinery and equipment	$17,782	$61,161	2.4%	6.4%	243.9%
Electronic equipment	$6,213	$16,931	0.9%	1.8%	172.5%
Motor vehicles and equipment	$4,667	$7,964	0.6%	0.8%	70.6%
Other transportation equipment	$3,364	$11,190	0.5%	1.2%	232.6%
Instruments and related products	$8,274	$11,913	1.1%	1.3%	44.0%
Miscellaneous manufacturing	$30,944	$42,328	4.3%	4.5%	36.8%
Food products	$64,362	$74,933	8.9%	7.9%	16.4%
Paper products	$39,248	$45,505	5.4%	4.8%	15.9%
Printing and publishing	$62,871	$80,556	8.6%	8.5%	28.1%
Chemical products	$26,134	$32,236	3.6%	3.4%	23.3%
Petroleum and coal products	$48,802	$62,807	6.7%	6.6%	28.7%
Rubber and misc. plastic products	$4,835	$9,445	0.7%	1.0%	95.3%
TOTAL MANUFACTURING	***$727,080***	***$949,555***			***30.6%***

⇨ **NOTE:** The economic analysis data is only available for 1998.

Source: U.S. Bureau of Economic Analysis
Refer to Exhibit II-13 in TranPlan 21

Manufacturing Sector Labor Earnings

Montana's economy was built on a foundation of agriculture, mining, forest products, and manufacturing. These "basic" industries are heavily dependent upon the statewide network of highways, railroads, and intermodal transfer facilities for exporting their products. They will continue to generate transportation demands for the shipment of bulk commodities from throughout Montana to national and international markets.

U.S. Department of Agriculture statistics document that agriculture is and will continue to be an important component of the economy in most Montana counties. The largest export commodity in 1998 was wheat and wheat products. The second largest was feed grains and products. Both are bulk commodities that need efficient and affordable transportation.

Mining is another traditional mainstay of Montana's economy. Recent developments suggest the rate of mining extraction will continue to decline over the next ten years.

Growing Service Industries

Exhibit 6

RETAIL TRADE	EARNINGS 1992	EARNINGS 1998	EARNINGS GROWTH 1992-1998	% CHANGE 1992-1998
Building materials	$85,279	$123,542	$38,263	44.9%
General merchandise	$100,603	$138,482	$37,879	37.7%
Food stores	$184,025	$210,628	$26,603	14.5%
Automotive dealers	$211,513	$284,092	$72,579	34.3%
Apparel and accessory stores	$32,465	$31,596	-$869	**-2.7%**
Furniture and home furnishings	$53,877	$79,769	$25,892	48.1%
Eating and drinking places	$281,717	$354,801	$73,084	25.9%
Miscellaneous retail	$157,359	$192,018	$34,659	22.0%
TOTAL	***$1,106,838***	***$1,414,928***	***$308,090***	***27.8%***
PERSONAL BUSINESS & SERVICES				
Hotels and other lodging	$97,733	$142,563	$44,830	45.9%
Personal services	$81,610	$103,393	$21,783	26.7%
Private households	$20,523	$28,701	$8,178	39.8%
Business services	$215,616	$371,725	$156,109	72.4%
Auto repair, services and parking	$94,421	$138,115	$43,694	46.3%
Miscellaneous repair services	$42,484	$56,085	$13,601	32.0%
Amusement and recreation services	$90,194	$113,422	$23,228	25.8%
Motion pictures	$19,316	$25,847	$6,531	33.8%
Health services	$916,312	$1,231,963	$315,651	34.4%
Legal services	$128,601	$171,857	$43,256	33.6%
Educational services	$47,204	$79,282	$32,078	68.0%
Social services	$103,159	$179,529	$76,370	74.0%
Museums and gardens	$1,843	$2,891	$1,048	56.9%
Membership organizations	$118,594	$174,330	$55,736	47.0%
Engineering and management services	$182,300	$312,449	$130,149	71.4%
Miscellaneous services	$34,418	$58,016	$23,598	68.6%
TOTAL	***$2,194,328***	***$3,190,168***	***$995,840***	***45.4%***

⇨ **NOTE:** The annual earnings shown in Exhibits 5 & 6 are estimates. They are revised approximately every five years

Source: U.S. Bureau Of Economic Analysis
Refer to Exhibit II-23 in TranPlan 21

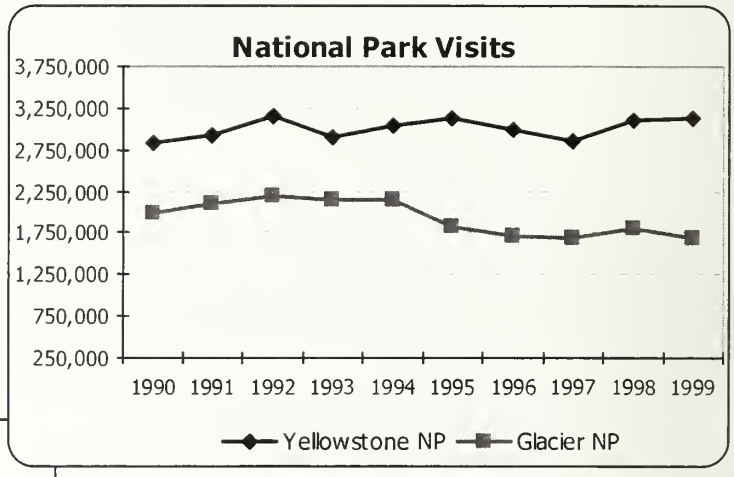
Growing Service Industries

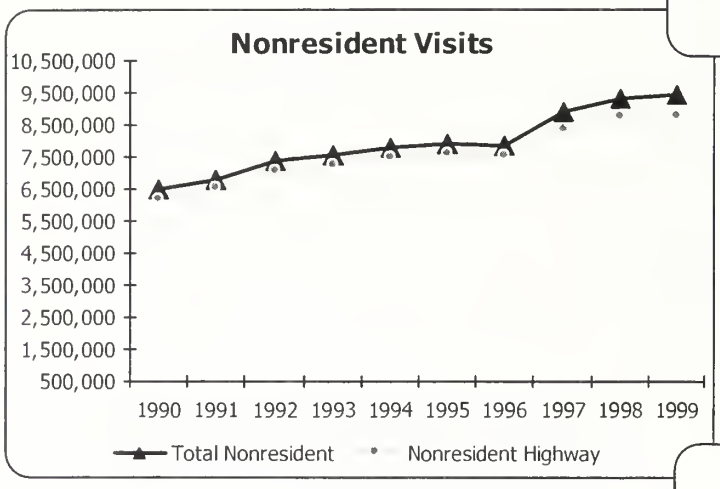
The two top industries in Montana with full-time and part-time employment are services and retail trade. Private service industries such as health care, recreational activities, legal services, and management consulting are projected to be among the fastest growing in Montana and throughout the entire nation. Much of the growth is due to factors such as an aging and more affluent population, growth in health-related services, a growing demand for business support services, and the growth in tourism and recreation. Earnings in these industries are projected to double over the next twenty years. The growth of the service sector is creating new and different demands on the transportation system.

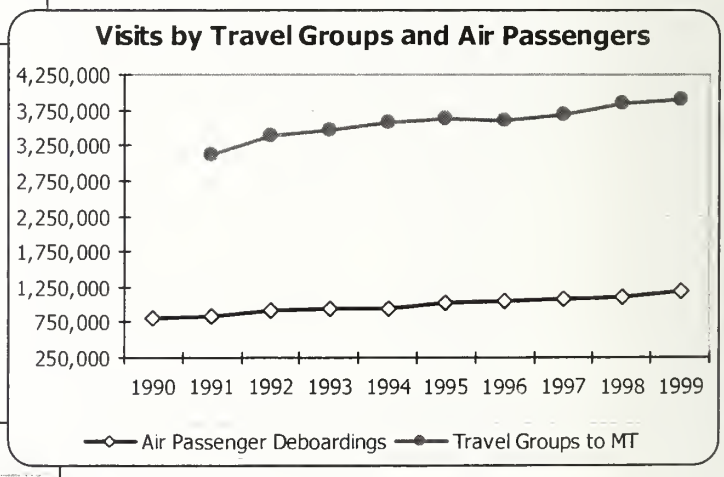
As service-related businesses continue to become more important components of Montana's economy, transportation needs within the state will expand. Emerging new service businesses are likely to utilize time-sensitive package delivery services, air transportation and electronic media to support their day-to-day business activities.

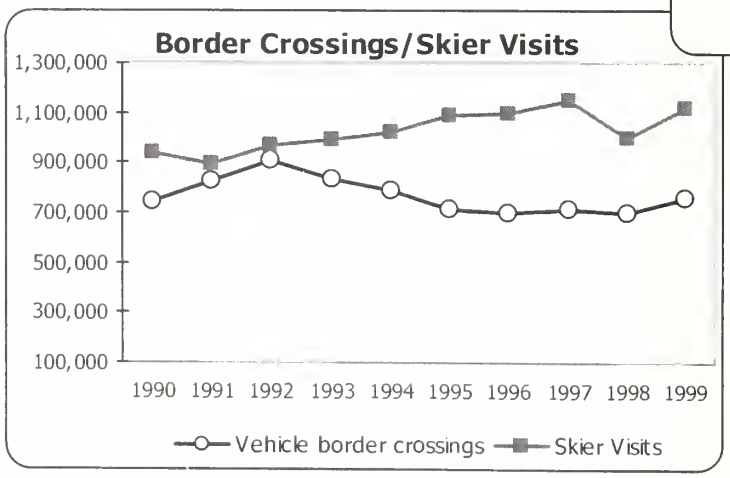
Tourism Trends

Exhibit 7









Source: University of Montana, Institute for Tourism and Recreation Research
Refer to Exhibit II-19 TranPlan 21

Tourism Trends

Nonresident visitation to Montana has increased steadily in the past 10 years. Yellowstone and Glacier National Parks continue to be the major destinations in Montana. Ski resorts are also among the most popular travel and tourism destinations.

Travel and tourism is expected to continue to grow over the long term. Events such as the Lewis and Clark Expedition Bicentennial are anticipated to boost Montana's visitor numbers. In addition, several trends including a growing population in the United States and Canada with increased leisure time will contribute to this continued growth.

The growth of Montana tourism and recreation raises new concerns for statewide and regional transportation planning. In particular, as visitor numbers increase, traffic volumes on key routes used by tourists will also increase. Issues of congestion and potential safety problems may become more prevalent particularly for destination areas such as the Flathead Lake / Glacier National Park area served by US 93.

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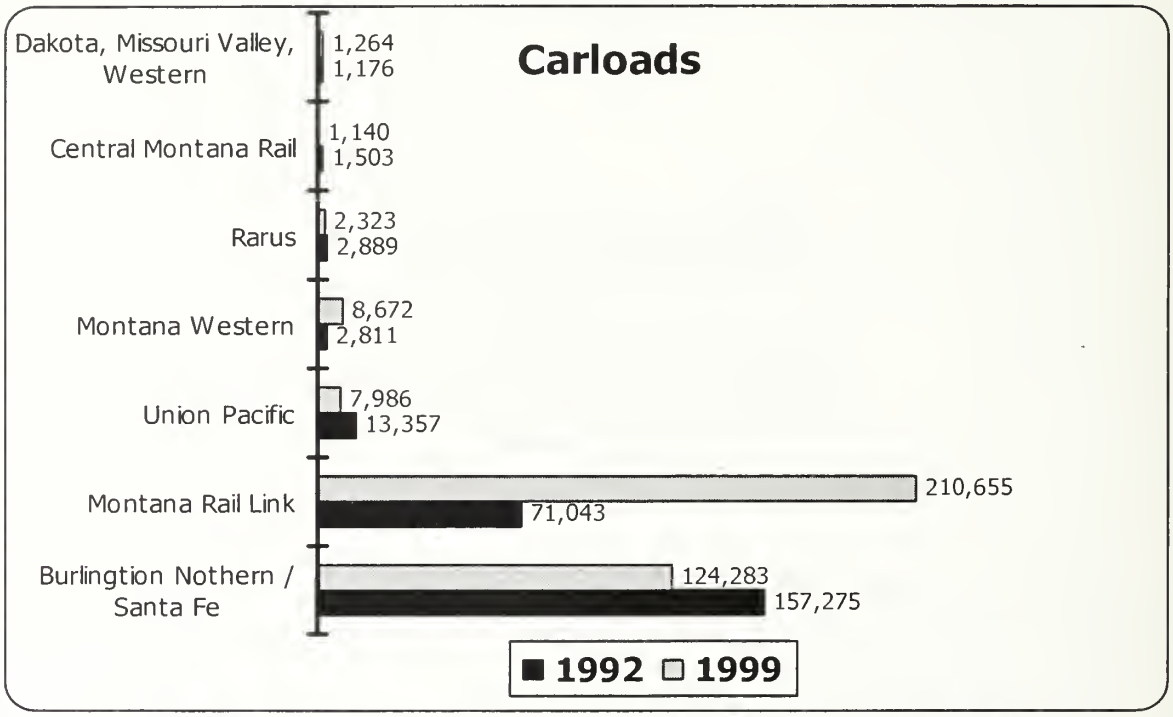
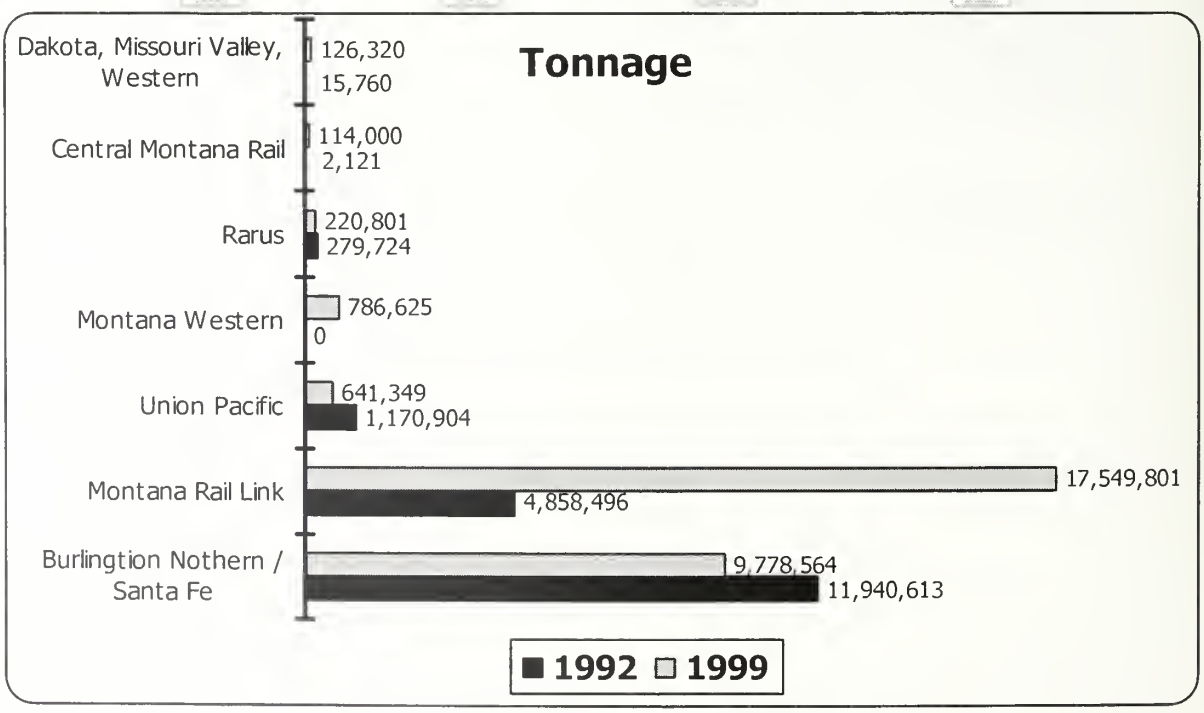
System Characteristics Overview

Freight Mobility

Rail System - Total Originating and Terminating Non-coal Freight

Exhibit 8





Source: Montana Department of Transportation & Rail Operators, Annual Reports
Refer to Exhibit IV-33 in TranPlan 21

Rail System-Total Originating and Terminating Non-coal Freight

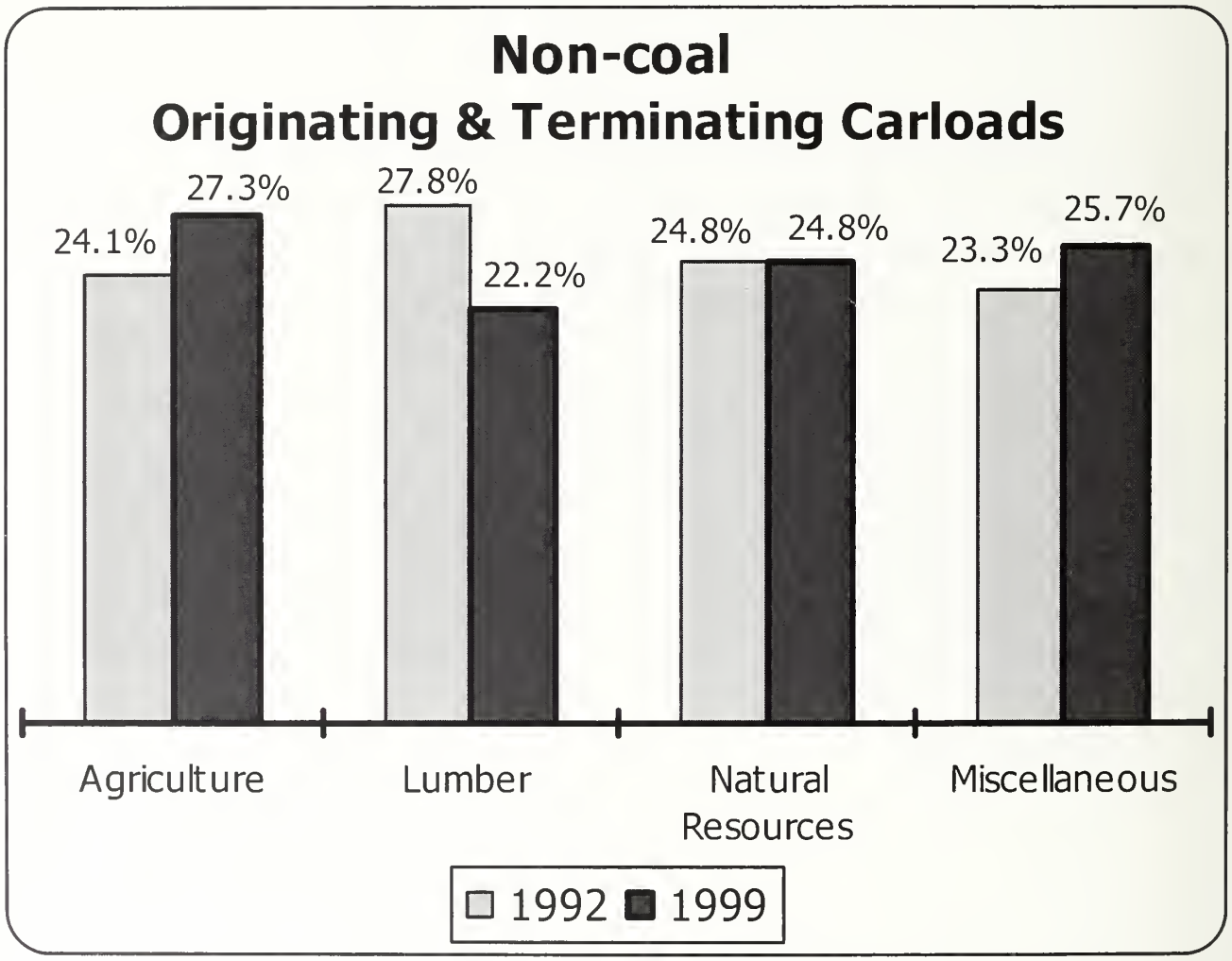
Montana's freight rail system is a key element of Montana's overall transportation system. Not only does it serve Montana, but it also is used by "bridge" traffic passing through the state. Montana's freight rail system includes just under 3,500 miles of track and although track mileage has declined since 1980, the volume of freight shipped by rail has remained steady. In 1999, rail freight moved a total of 356,323* carloads to and from Montana shipping points. Grain, coal, and miscellaneous freight are the primary goods shipped by rail. Burlington Northern/Santa Fe (BNSF) and Montana Rail Link are the leaders in Montana's freight rail market. BNSF's dominance is even more dramatic when its coal shipments are taken into account.

During the 1980s, almost 1,400 miles of track were abandoned in Montana. In other cases, branchlines that were formerly operated by major railroads now operate as independent short lines. Communities no longer directly served by rail must now haul their commodities to the nearest transfer facility by truck. Although short line operators do not move a large amount of Montana's commodities, they do play an important role in moving commodities from many rural areas to the mainlines.

⇨ **NOTE:** *This number does NOT include coal, petroleum, and coal products.

Non-coal Rail Freight Shipments by Commodity

Exhibit 9



Source: Montana Department of Transportation & Rail Operators, Annual Reports
Refer to Exhibit IV-34 in TranPlan 21

Rail Freight Shipments by Commodity

Montana's freight rail industry meets demands of the state's basic economic sectors. The freight rail market for bulk commodities in Montana has the following segments:

- ***Agriculture and Related Commodities.** This includes Farm Products, Fresh Fish as well as Other Marine Products, and Food and Kindred Products.

- ***Lumber and Related Commodities.** This includes: Lumber and Wood Products (except furniture), Pulp, Paper and Allied Products and Printed Matter.

- ***Natural Resource and Related Commodities**. This includes: Forest Products, Metallic Ores, Crude Petroleum Natural Gas and Natural Gasoline, Nonmetallic Minerals (except fuels), Chemicals and Allied Products, and Petroleum and Coal Products.

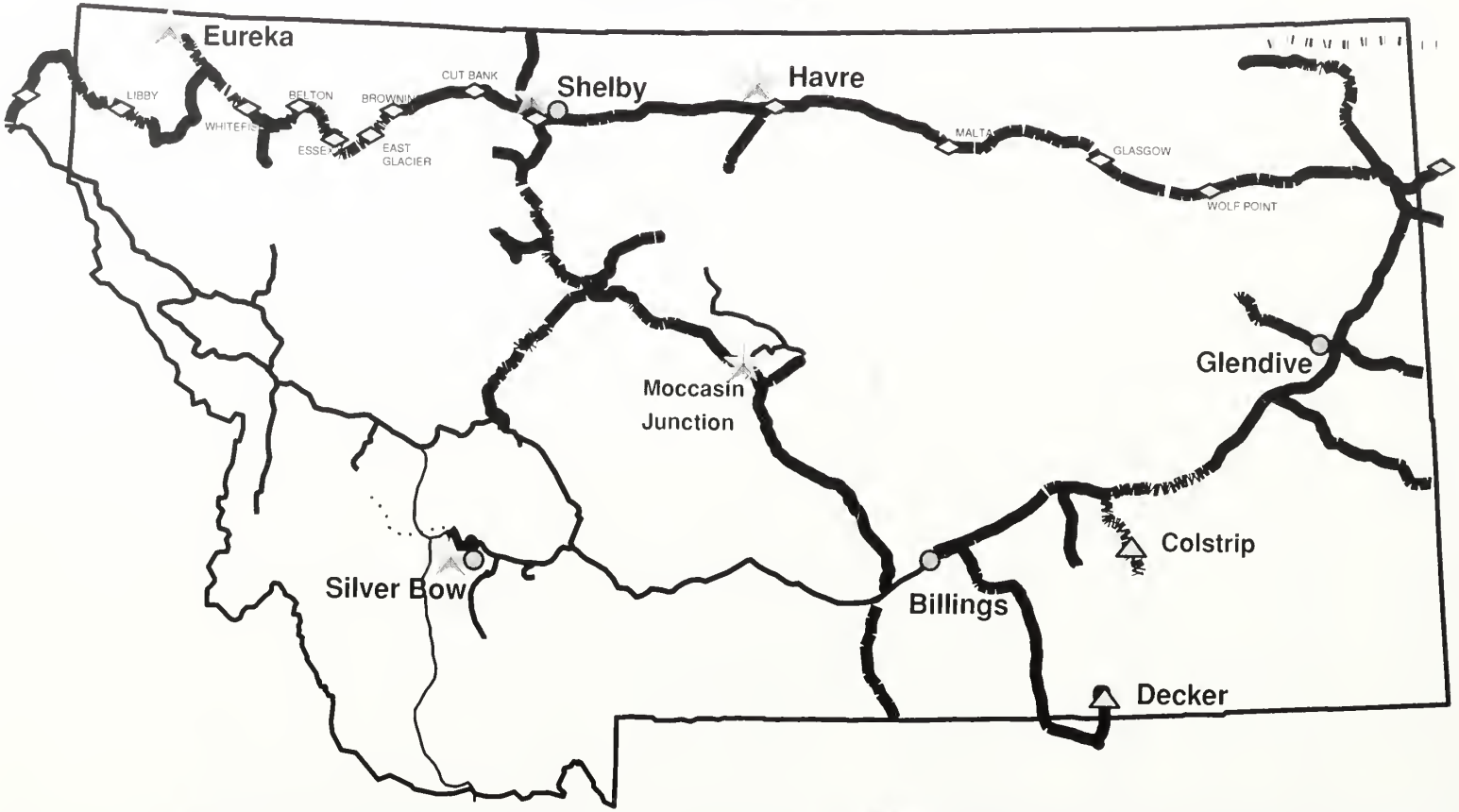
- ***Miscellaneous Goods.** This includes: All other commodities, some of which are Glass Mince, Construction Products, Primary Metal Products, Gypsum and Other Materials.

- In a special category because of sheer scale of production and transportation is the shipment of coal which represents the majority of total commodity carloads in Montana (41% in 1999). Burlington Northern/Santa Fe is responsible for 95% of the coal transfers in the state and Montana Rail Link ships the remaining.

⇨ * Categories based on Railroad Companies Annual Commodity Reports

Montana's Rail System & Freight Transfer Facilities

Exhibit 10



Montana's Rail Lines

- BURLINGTON NORTHERN / SANTA FE
- MONTANA RAIL LINK
- MONTANA WESTERN RAILWAY
- UP / SP
- RARUS RAILWAY
- DAKOTA, MISSOURI VALLEY AND WESTERN RAILROAD
- CENTRAL MONTANA RAIL
- AMTRAK ROUTE/STATIONS

Montana's Rail Freight Facilities

- Trailer on flat car/container on flat car (TOFC/COFC)
- Coal transfer facility
- Lumber reload

Source: Montana Rail Operators
Refer to Exhibit IV-36 in TranPlan 21

Rail Freight Transfer Facilities

Intermodal freight rail in Montana involves:

- the transfer of trailers on flat cars (TOFC)
- the transfer of containers on flat cars (COFC)
- the reload of lumber and other goods from trucks to rail cars
- the transfer of grain from trucks to hopper cars

The vast majority of trailer on flat car and container on flat car intermodal transfers take place at three facilities. They are the Port of Montana in Silver Bow (south of Butte), the Port of Northern Montana in Shelby, and the Burlington Northern/Santa Fe Intermodal Terminal in Billings. All three of the intermodal facilities have experienced increases in intermodal traffic during the past three years.

As mentioned earlier in the report, the two largest export commodities in Montana are wheat/wheat products and feed grains/products. The transfer of these products takes place at hundreds of terminals located throughout the state. Due to the bulky nature of these commodities, efficient and affordable rail transportation continues to be an important issue.

Air Freight Trends

Exhibit 11

Commercial Air Service

AIRPORT	AIR FREIGHT (tons)							Percent Change
	1993	1994	1995	1996	1997	1998	1999	1993-1999
Billings	12,304	16,743	10,249	10,979	20,972	19,606	26,341	114.1%
Bozeman	370	528	616	398	360	386	887	139.7%
Butte	688	358	216	215	166	100	107	**-84.4%**
Great Falls	1,212	874	933	699	401	852	N/A	**N/A**
Helena	638	714	619	598	667	667	584	-8.4%
Kalispell	534	553	577	471	572	41	41	**-92.3%**
Missoula	1,354	1,293	1,377	1,480	1,622	N/A	1,275	**-5.8%**
TOTAL	***17,100***	***21,063***	***14,587***	***14,840***	***24,760***	***21,652***	***29,235***	***71.0%***

Essential Air Service

AIRPORT	AIR FREIGHT (tons)							Percent Change
	1993	1994	1995	1996	1997	1998	1999	1993-1999
Glasgow	8	N/A	9	9	8	1.6	2.1	**-73.8%**
Glendive	3	N/A	2	2	3	0.9	0.2	**-93.3%**
Havre	16	N/A	15	3	2	0.9	0.4	**-97.5%**
Lewistown	2	N/A	3	2	2	0.9	0.5	**-75.0%**
Miles City	5	N/A	3	4	5	1	0.04	**-99.2%**
Sidney	8	N/A	4	4	3	1.1	0.2	**-97.5%**
Wolf Point	2	N/A	2	2	3	0.9	1.1	**-45.0%**
TOTAL	***44***	***N/A***	***38***	***26***	***26***	***7.3***	***4.54***	***-89.7%***

NOTE: The essential air freight numbers reported to MDT are estimates and may be the reason for the dramatic changes.

Source: Montana Airport Authorities and Managers
Refer to Exhibit IV-24 in TranPlan 21

Air Freight Trends

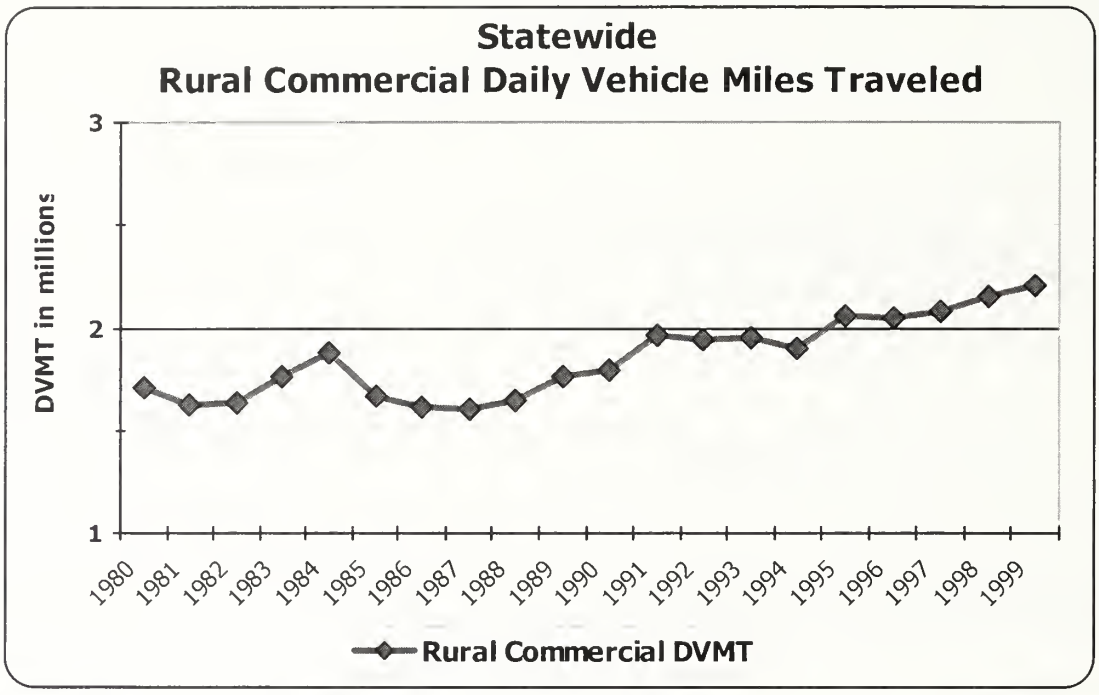
General aviation moves freight as well as passengers in Montana and serves an important role in ensuring statewide connectivity. Air freight has become an important element in Montana and the national economies. Expenditures on air freight have been increasing and the value of the freight is high.

Air freight service with an average shipment distance of 1,400 miles is important to companies competing in national and international markets and is a contributing factor in corporate location and expansion decisions.

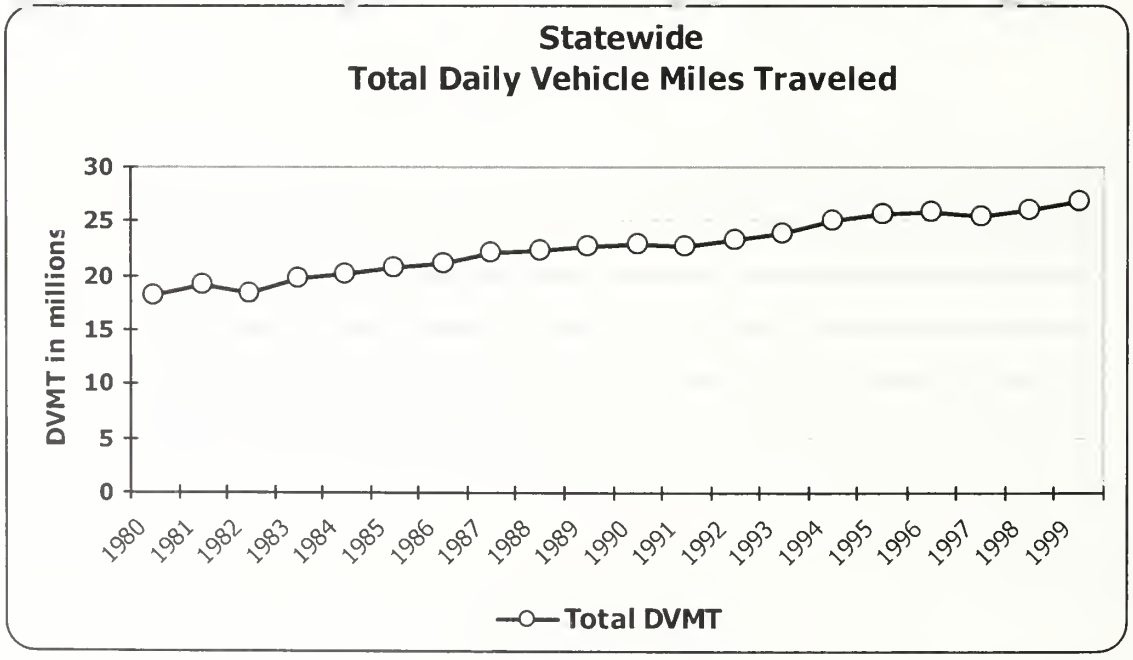
Results of the *1999 Transportation Stakeholder* survey showed that in terms of ability to move freight in Montana, trucks are the number one mode. However, there was an exception when considering the accessibly of facilities - airports were ranked as number one, but were also ranked the worst for cost of service.

Highway Freight

Exhibit 12



Commercial vehicle traffic counts are only available for rural Interstate, Non Interstate NHS, and Primary System routes.



Total DVMT includes all roadways in Montana and all traffic (including commercial vehicles).

Source: Montana Department of Transportation, Planning Division-Traffic Data Collection Section

Highway Freight

Montana's trucking industry is a key element of Montana's overall transportation system as well as an important part of Montana's economy. Commercial truck traffic has been a steady component of the traffic on Montana's highways. However, when compared with statewide Daily Vehicle Miles Traveled (DVMT), commercial vehicle VMT has grown at a slower rate.

The largest user of trucks in Montana is agriculture. For instance, trucks carry wheat/wheat products to grain elevators for later shipment by rail. Trucks also carry cattle to stock yards and markets across the state, and trucks carry most finished products such as cereals, bread, leather, meat and wool to final retail destinations across Montana and the United States. Another user of trucks is for-hire trucking firms that serve many industries in Montana. They carry the products of agriculture, mining, manufacturing and other production industries, and goods and supplies bought, sold or used by industries in Montana and throughout the region.

To enhance the movement of highway freight, MDT continues to use Intelligent Transportation System (ITS) technology and cooperative efforts with adjoining states and provinces. Projects such as PrePass and the proposed Montana/Wyoming Joint Port of Entry on Interstate 90 are just two examples of MDT's efforts to reduce delays and increase safety while ensuring continued monitoring of these essential freight carriers.

Average Daily Traffic at Montana/Canada Ports of Entry

Exhibit 13

PORT OF ENTRY	1992 TRAFFIC		1999 TRAFFIC		% CHANGE ALL TRAFFIC 1992 - 1999
	COMMERCIAL	ALL	COMMERCIAL	ALL	
Del Bonita	N/A	165	11	130	**-21.2%**
Morgan	10	114	27	80	**-29.8%**
Opheim	8	80	4	30	**-62.5%**
Piegan	75	750	44	750	0.0%
Raymond *	55	405	73	450	11.1%
Roosville *	121	810	148	1,320	63.0%
Scobey	33	247	39	60	**-75.7%**
Sweetgrass - Coutts *	360	1,920	684	2,460	28.1%
Turner	N/A	156	24	60	**-61.5%**
Whitetail	N/A	55	3	60	9.1%
Whitlash	N/A	50	0	30	**-40.0%**
Wild Horse	N/A	264	0	150	**-43.2%**
Willow Creek	N/A	111	6	20	**-82.0%**
TOTAL	*N/A*	***5,127***	***1,063***	***5,600***	***9.2%***

* 24-Hour Ports of Entry

⇨ **NOTE:** The North American Free Trade Agreement (NAFTA) was enacted on December 8, 1993

Source: Montana Department of Transportation, Planning Division - Traffic Data Collection Section
Refer to Exhibit IV-3 in TranPlan 21

Average Daily Traffic at Montana/Canada Ports of Entry

Border crossings between Canada and Montana are critical elements of Montana's transportation system. Traffic at individual border-crossing facilities varies significantly because of several factors. For example, some ports of entry operate during locally determined hours or during summer months only. Montana's 24-hour ports of entry are located at Roosville, Sweet Grass-Coutts, and Raymond. The Sweet Grass-Coutts port of entry is the busiest facility because it is located along Interstate 15, which connects the western United States to major population centers in Canada.

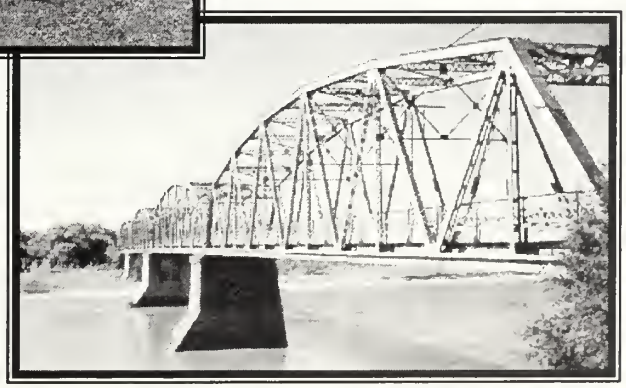
The 1995 National Highway System (NHS) Designation Act identified high priority trade corridors throughout the United States. Montana has two: CANAMEX on Interstate 15, and the CAMINO REAL which includes Interstate 90 to Billings from the south, Montana Highway 3 through Lavina and Harlowton, and Interstate 15 from Great Falls to Sweet Grass. These corridors are eligible for discretionary funds through the National Corridor Planning and Development Program and the Coordinated Border Infrastructure Program, which could benefit Montana's highway freight system.

The effects of the North American Free Trade Agreement (NAFTA) has on traffic passing through Montana is a border issue that MDT monitors. Because of numerous variables, the impacts of NAFTA should be long term, rather than short term. The overall effects of NAFTA can be grouped into three classes: (1) those that result from changes in the rules and regulations applying to trade; (2) those that are a result of changes in access to the territory of other countries; and (3) those that result from changes in rules and regulations applied to vehicles and operators when transporting within one of the countries.

2000 Annual Report

System Characteristics Overview

Roadway System Performance



Highway System by Functional Classification

Exhibit 14

- Center Line Miles -

FUNCTIONAL CLASSIFICATION	FEDERALLY DESIGNATED National Highway System Interstate	FEDERALLY DESIGNATED National Highway System Non Interstate	STATE DESIGNATED Primary	STATE DESIGNATED Secondary	STATE DESIGNATED Urban	STATE DESIGNATED State Highways	STATE DESIGNATED Local Rural	STATE DESIGNATED Local Municipal
Rural Principal Arterial	1,135	2,620	0	0	N/A	0	0	0
Rural Minor Arterial	0	0	2,763	199	N/A	0	51	2
Rural Major Collector	0	0	0	4,487	N/A	340	2,212	9
Rural Minor Collector	0	0	0	0	N/A	116	8,870	23
Rural Local	0	0	0	0	N/A	706	42,389	1,181
Urban Principal Arterial	56	63	45	0	66	0	N/A	1
Urban Minor Arterial	0	0	6	0	195	5	N/A	23
Urban Collector	0	0	0	0	101	5	N/A	196
Urban Local	0	0	0	0	0	7	N/A	1,789
TOTAL	***1,191***	***2,683***	***2,814***	***4,686***	***362***	***1,179***	***53,522***	***3,224***

Center line miles are a measure of roadway length, and lane miles are a measure of roadway length multiplied by the number of lanes along each roadway segment.

FUNCTIONAL CLASSIFICATION	TOTAL CENTER LINE MILES	TOTAL LANE* MILES
Rural Principal Arterial	3,755	10,206
Rural Minor Arterial	3,015	6,111
Rural Major Collector	7,044	14,080
Rural Minor Collector	9,009	18,020
Rural Local	44,280	88,309
Urban Principal Arterial	231	766
Urban Minor Arterial	229	481
Urban Collector	302	606
Urban Local	1,796	3,572
TOTAL	***69,661***	***142,151***

***Roads under 18 ft. wide are considered one lane**

Source: Montana Department of Transportation, Planning Division-
Road Inventory and Mapping Section.
Refer to Exhibit IV-1 in TranPlan 21

Public Road Miles

Exhibit 15

SYSTEM CLASSIFICATION	CENTER LINE MILES	LANE MILES
National Highway System (NHS)	3,874	10,420
Primary Highway System	2,814	5,753
Secondary Highway System	4,686	9,354
Urban Highway System	362	814
TOTAL DESIGNATED SYSTEMS	*11,736*	*26,341*
State Highways	1,179	2,358
Off System - Municipal	2,787	5,518
Off System - Rural	53,959	107,934
TOTAL	***69,661***	***142,151***

Refer to Exhibit 1 in TranPlan 21

Highway System - *Maintenance* Responsibility

Exhibit 16

SYSTEM CLASSIFICATION	CENTER LANE MILES		
	STATE	LOCAL / OTHER	TOTAL
National Highway System*	3,878	1	3,879
Primary Highway System	2,807	7	2,814
Secondary Highway System	246	4,440	4,686
Urban Highway System	87	275	362
State Highways	1,179	0	1,179
Off System - Municipal & Rural	0	56,746	56,746
TOTAL	***8,197***	***61,469***	***69,666***

* MDT has maintenance responsibility for 5 miles of NHS in Yellowstone National Park in Wyoming.

Refer to Exhibit IV-6 in TranPlan 21

Source: Montana Department of Transportation, Planning Division-Road Inventory and Mapping Section.

The Highway System

Montana is one of the most rural states in the nation in both population density and transportation characteristics. 43% of Montana's land area falls under the 19th Century Census definition of "frontier"* and over three-quarters of all vehicle miles traveled are driven outside the state's 14 urban areas. This means each component of Montana's highway system is extremely important in allowing the state to function politically, economically, and socially.

Montana's highways connect communities and the state to national and international transportation systems. The highway system is also the largest single capital investment in the state. Proper maintenance and upkeep is critical to preserving this system. The cost of maintaining the system is borne by the users of the system mainly through motor vehicle fuel taxes. Because Montana has so many miles of highway compared to population, funding for maintaining our highways will probably always be limited. Therefore, a key goal for MDT is to use existing resources effectively.

The exhibits on the previous pages show the extent of Montana's roadway system and MDT's maintenance responsibilities. The maintenance responsibilities will dramatically increase after MDT begins to take over the maintenance of all paved Secondary Highways. This change is a result of the passage of legislation (SB 333) in 1999.

⇨ **NOTE:** *The 19th Century Census Bureau "frontier"standard was the area west of the 98th Meridian with fewer than two persons per square mile.

Number and Condition of Bridges

Exhibit 17

HIGHWAY SYSTEM	TOTAL BRIDGES	STRUCTURALLY DEFICIENT		FUNCTIONALLY OBSOLETE	
		NUMBER	%	NUMBER	%
Interstate	845	0	0.0%	214	25.3%
Non Interstate NHS	506	15	3.0%	32	6.3%
Primary	607	19	3.1%	52	8.6%
Secondary	536	29	5.4%	56	10.4%
Urban	62	6	9.7%	31	50.0%
Local State Maintained	262	21	8.0%	16	6.1%
Local Other	1864	306	16.4%	340	18.2%
TOTAL	***4682***	***396***	***8.5%***	***741***	***15.8%***

DEFINITIONS:

Structurally Deficient - bridges restricted to light vehicles only or are closed and require rehabilitation to remain open.

Functional Obsolescence - determination based upon federal standards that looks at a variety of criteria (deck geometry, approach roadway alignment, etc…) for the system of which the bridge is a part of.

Source: National Bridge Inspection Program, MDT Bridge Bureau
Refer to Exhibit IV-2 in TranPlan 21

Number and Condition of Bridges

MDT inspects over 4,000 bridges on Montana's roadways using the National Bridge Inspection Standard guidelines. Each bridge is inspected at least once every two years. In general, the bridges are inspected for damage and deterioration in many different areas (i.e. deck, superstructure, and substructure) based on the structure type.

MDT also developed and implemented the Bridge Management System that consists of a database containing inspection information. This system is used to identify more accurately the functional needs of bridges, prioritize bridge construction projects, and coordinate bridge projects with highway projects.

Changes in the number of bridges occur as structures are removed or added and as additional bridges are included into the database. For example, last year, bridges on interstate ramps were left off the list and this year bridges less than 20 feet in length were added to the database.

Daily Vehicle Miles Traveled (DVMT)

Exhibit 18

HIGHWAY SYSTEM	1993 DVMT	1999 DVMT	% CHANGE 1993 - 1999
Rural Interstate	5,230,184	5,911,202	13.02%
Urban Interstate	564,651	711,496	26.01%
TOTAL INTERSTATE	*5,794,835*	*6,622,698*	*14.29%*
Rural Non Interstate NHS	4,963,613	5,661,848	14.07%
Urban Non Interstate NHS	953,034	916,506	**-3.83%**
TOTAL NON INTERSTATE NHS	*5,916,647*	*6,578,354*	*11.18%*
TOTAL NHS	*11,711,482*	*13,201,052*	*12.72%*
Rural Primary	2,468,878	2,792,504	13.11%
Urban Primary	549,511	500,942	**-8.84%**
TOTAL PRIMARY	*3,018,389*	*3,293,446*	*9.11%*
TOTAL SECONDARY	*1,585,363*	*1,929,815*	*21.73%*
TOTAL URBAN	*1,936,253*	*2,281,092*	*17.81%*
TOTAL LOCAL	*5,610,959*	*6,104,109*	*8.79%*
STATEWIDE GRAND TOTAL	***23,862,446***	***26,809,514***	***12.35%***

Source: Montana Department of Transportation, Planning Division-
Traffic Data Collection Section
Refer to Exhibit IV-7 in TranPlan 21

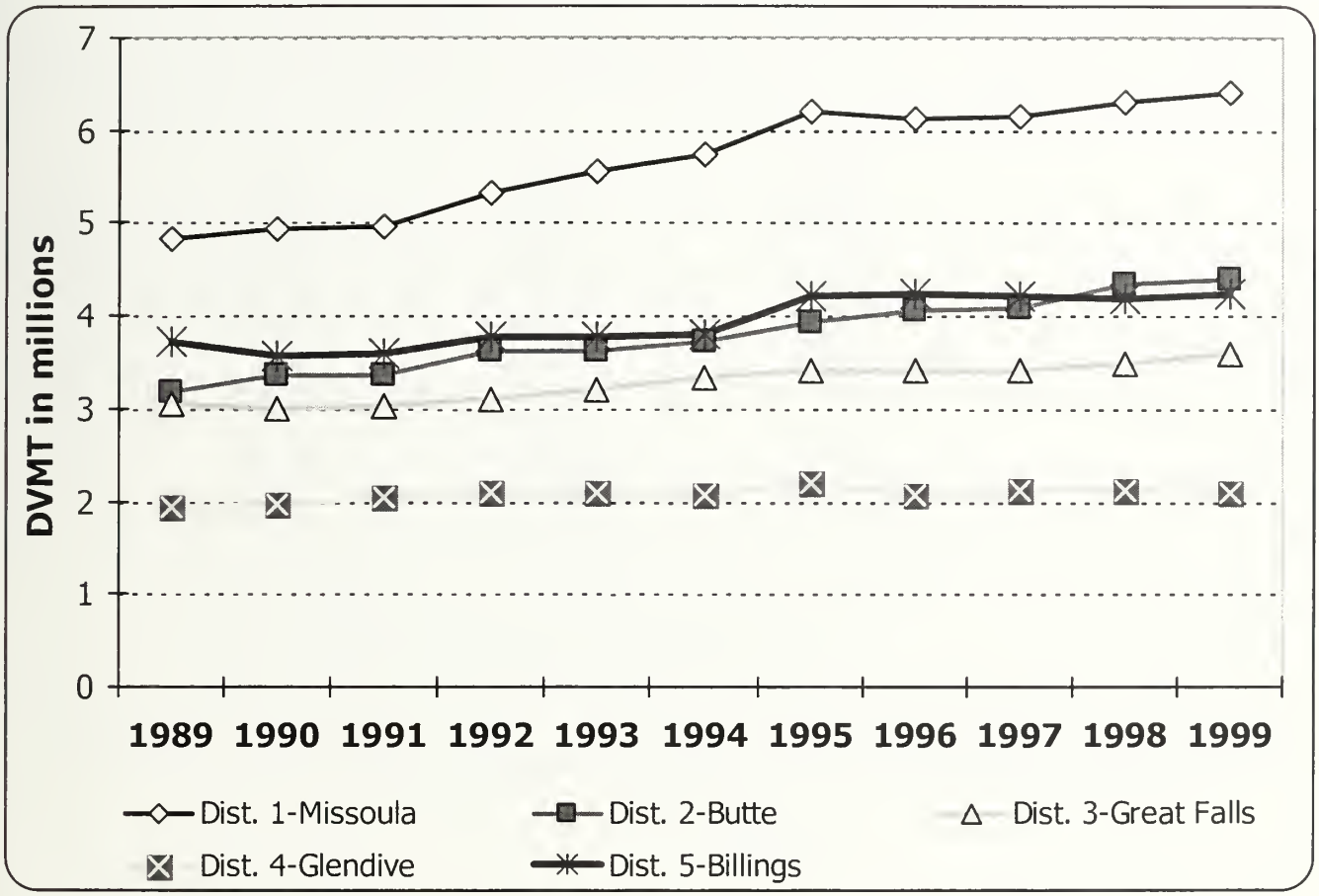
Daily Vehicle Miles Traveled (DVMT)

Using an extensive traffic volume count program, MDT annually compiles and reports Annual Average Daily Traffic (AADT) and Vehicle Miles Traveled (VMT). A common measure of roadway use is the vehicle miles traveled indicator. A vehicle mile traveled is the equivalent of one vehicle traveling one mile. To calculate VMT, the average daily two-way traffic is multiplied by section or route length. Looking at traffic volume data (refer to *Annual Report* - Exhibit 12 for historical data), one can see that the use of Montana's highway system is increasing as a result of Montana's growing population, tourism, and "bridge" traffic.

However, in general, Montana's highways provide free-flowing mobility for motorized vehicles. There are few segments of the highway system that operate under congested traffic conditions. Those areas that are congested are primarily in the state's urban areas and selected corridors in western Montana.

Daily Vehicle Miles Traveled (DVMT) By District

Exhibit 19



DVMT in millions

	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
District 1	4.822	4.945	4.951	5.326	5.545	5.741	6.208	6.113	6.154	6.304	6.400
District 2	3.168	3.358	3.355	3.619	3.618	3.722	3.924	4.062	4.086	4.329	4.394
District 3	3.043	3.001	3.035	3.087	3.202	3.322	3.411	3.422	3.405	3.488	3.593
District 4	1.93	1.974	2.032	2.089	2.101	2.071	2.19	2.07	2.106	2.112	2.082
District 5	3.73	3.575	3.602	3.772	3.781	3.799	4.214	4.234	4.214	4.174	4.237
TOTAL	***16.693***	***16.853***	***16.975***	***17.893***	***18.247***	***18.655***	***19.947***	***19.901***	***19.965***	***20.407***	***20.706***

Source: Montana Department of Transportation, Planning Division-
Traffic Data Collection Section.
Refer to Exhibits IV-12 & 13 in TranPlan 21

Daily Vehicle Miles Traveled (DVMT) by District

For the past twenty years Montanans (and other US citizens) have driven more each year. Highways will therefore continue to be the most important component of Montana's transportation system. Sustaining existing highway performance levels to meet future demands will be a challenge.

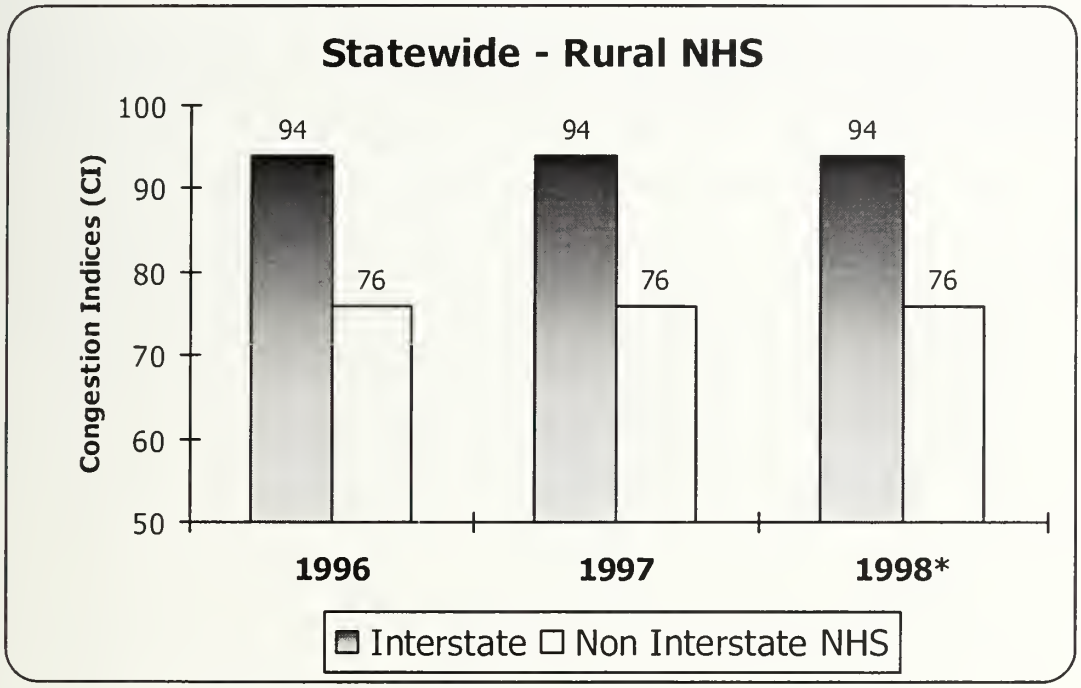
Statewide traffic forecasts indicate a slowing in the rate of vehicle miles traveled (VMT) growth. However, there are considerable statewide variations that should continue in the future. VMT growth is particularly pronounced in the faster growing areas of the state such as the Missoula District (see Exhibit 19).

It is hoped that increased use of other modes such as walking, bicycling, and public transportation will slow the rate of VMT growth. However, experience from demand management programs in large metropolitan areas suggests that successful demand management programs have, at best, modest impacts on the rate of VMT growth.

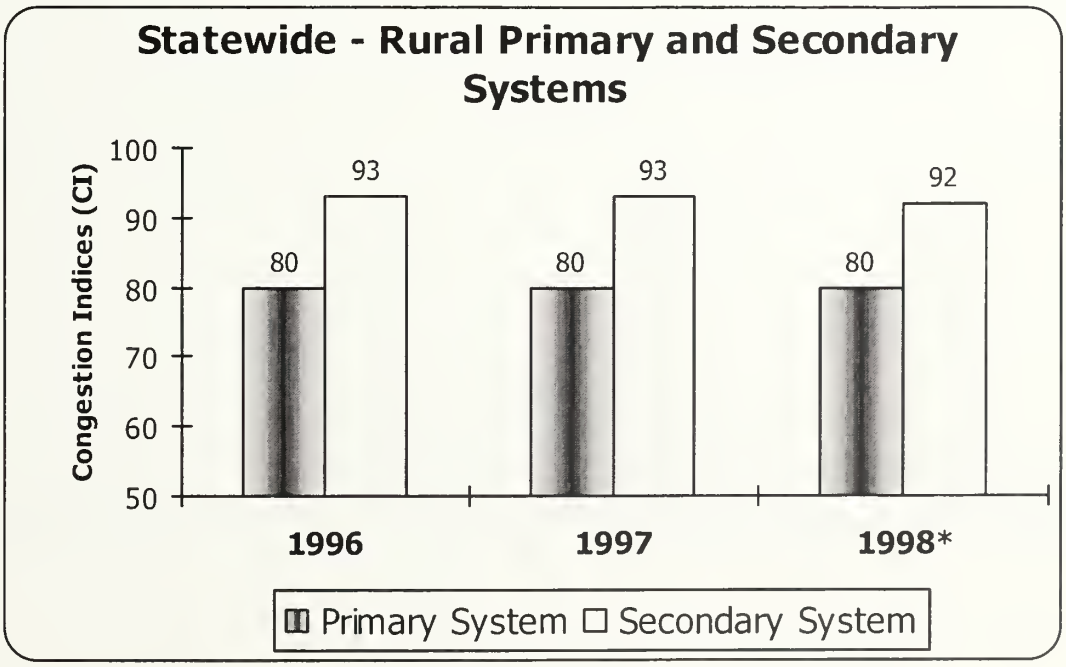
⇨ **NOTE:** The DVMT in Exhibit 19 does not include local roads

Statewide Congestion Indices (CI)

Exhibit 20



NOTE: *1999 Congestion Management data not available. Congestion Management runs are a year behind the traffic data.



Source: Congestion Management System, Montana Department of Transportation, Planning Division - Planning Systems Section

Congestion Management System (CMS)

The Congestion Management System (CMS) recently replaced the volume-service flow ratio and level of service (LOS) as a way for the Department to gauge congestion throughout Montana.

The CMS is a database that is processed by several techniques (both automated and manual) to produce output/analysis in terms of Congestion Indices (CI). A CI is a numerical measure of the level of service of a roadway segment. The Congestion Indices scale ranges from 0-100, (100 represents the best level of service). Grades are then assigned based on CI numerical value. The following table represents the CI range for each level of service.

LOS	CI Range
A	85 - 100
B	70 - 84
C	55 - 69
D	40 - 54
E	25 - 39
F	0 - 24

For the rural Non-Interstate NHS and Primary Systems, this data indicates that while there is localized congestion on both systems, overall 1998 CI's are 76 and 80 (LOS B) respectively.

Overall Performance Index (OPI)

Exhibit 21

SYSTEM CLASSIFICATION	1996 OPI	1997 OPI	1998 OPI	1999 OPI
Interstate	70	64	61	64
Primary System *	70	62	59	62
Secondary System	N/A	N/A	N/A	58

*Primary System includes all Non Interstate NHS routes and the Primary System

OPI SCALE

96 - 100 = Excellent
80 - 95 = Good
60 - 79 = Fair
40 - 59 = Poor
0 - 39 = Very Poor

NOTE: The Pavement Management Section upgraded survey and measurement equipment between 1996 and 1997. Although every effort was made to correlate to previous data, it is possible that the equipment upgrade is partly responsible for the change of the OPI between 1996 and 1997.

The "Old" Present Serviceability Index (PSI)

SYSTEM CLASSIFICATION	1991 - 1992	1993 - 1994	1995 - 1996	1997	1998
Interstate System	3.6	3.5	3.4	4	4
Primary System	3.3	3.4	3.3	3.8	3.8

Scale: 0 = Poor 2-3 = Fair 3-4 = Good 5 = Excellent

Source: MDT Pavement Management System

Overall Performance Index (OPI)

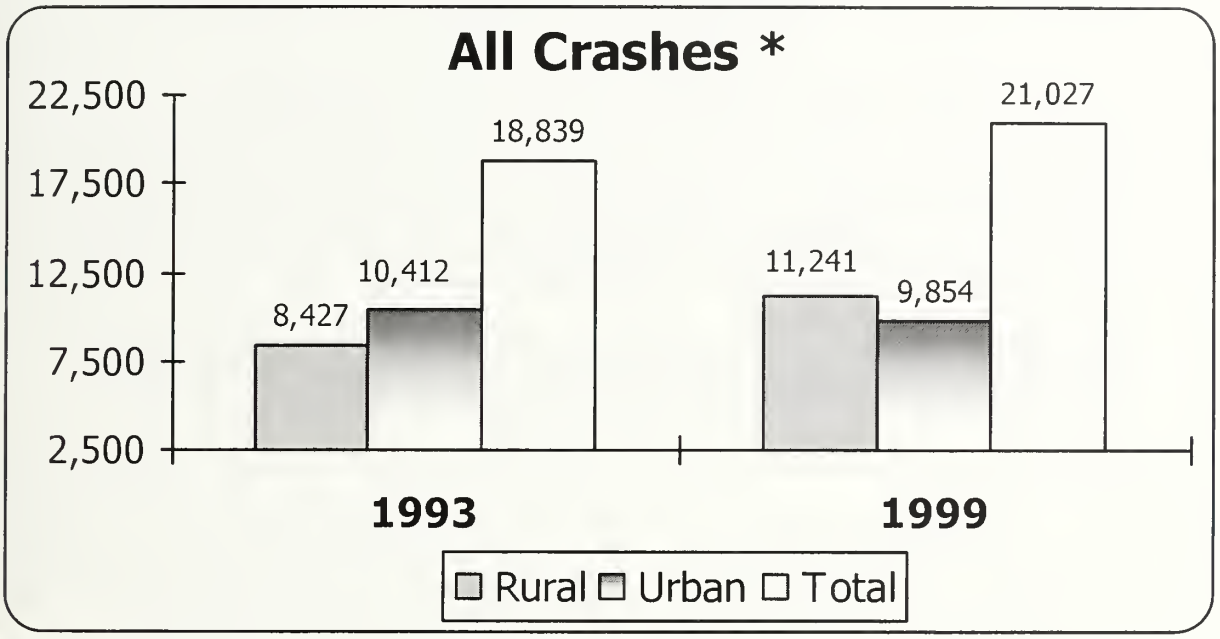
For many years the Present Serviceability Index (PSI) was the tool MDT used to obtain a subjective rating of pavement ride quality. Roads in the state were inventoried during specific years; Interstate routes in odd years and Primary routes in even years. However, this rating was replaced with the Overall Performance Index (OPI) and roads are inventoried annually.

In 1996 the Department developed the Pavement Management System, a database that produces the Overall Performance Index (OPI). The OPI replaced the Present Serviceability Index (PSI). The main difference in the two is that PSI was primarily based on pavement ride quality while OPI is a pavement performance index made up of a combination of all the individual distress indexes such as surface cracking, raveling, patching, rutting, and ride. This information is surveyed annually by the Pavement Management Section and is an indicator of the overall condition of the roadway.

⇨ **NOTE:** The use of the Overall Performance Index (OPI) is being phased out and the pavement performance statistics will be reported using the Average Ride Index (ARI).

Crashes, Injuries, and Fatalities

Exhibit 22



NOTE: *All Crashes includes all injury, property and fatalities.

1999	INJURY CRASHES		INJURIES ALL PERSONS	
	Fatal	Non-fatal	Fatal	Non-fatal
Rural	176	4,037	202	6,455
Urban	18	2,736	18	4,008
TOTAL	***194***	***6,773***	***220***	***10,463***

1993	INJURY CRASHES		INJURIES ALL PERSONS	
	Fatal	Non-fatal	Fatal	Non-fatal
Rural	146	3,466	171	5,524
Urban	20	2,678	23	3,764
TOTAL	***166***	***6,144***	***194***	***9,288***

Source: Montana Department of Transportation, Planning Division-
Traffic Safety Section.
Refer to Exhibit IV-10 in TranPlan 21

Crashes, Injuries, and Fatalities

Exhibit 22 (cont.)

Percent Change of Injury Crashes

1993 - 1999	INJURY CRASHES		INJURIES ALL PERSONS	
	Fatal	Non-fatal	Fatal	Non-fatal
Rural	21%	16%	18%	17%
Urban	-10%	2%	-22%	6%
TOTAL	***17%***	***10%***	***13%***	***13%***

Traffic crashes happen daily in Montana causing injuries, fatalities, and property loss. The major issues in traffic safety are the lack of use or misuse of safety restraints, the use of alcohol or other drugs, and the increased use of Montana's roadways.

The number of fatalities and injuries per vehicle mile traveled provide measures of highway safety. When measured in terms of the distances traveled per incident, there were 2.24 fatalities and 109.2 injuries per 100 million annual VMT. Montana's fatality rate was worse than the 1999 estimated national rate of 1.5 fatalities per 100 million annual VMT. However, Montana's injury rate was less than the estimated national rate of 119. The injury rate for Montana has increased slightly over the past years and the fatality rate has been generally decreasing since 1969, except for a jump in 1997. Each year the Traffic Safety Bureau prints its annual *Problem Identification Paper*, which details the traffic crashes and trends in Montana.

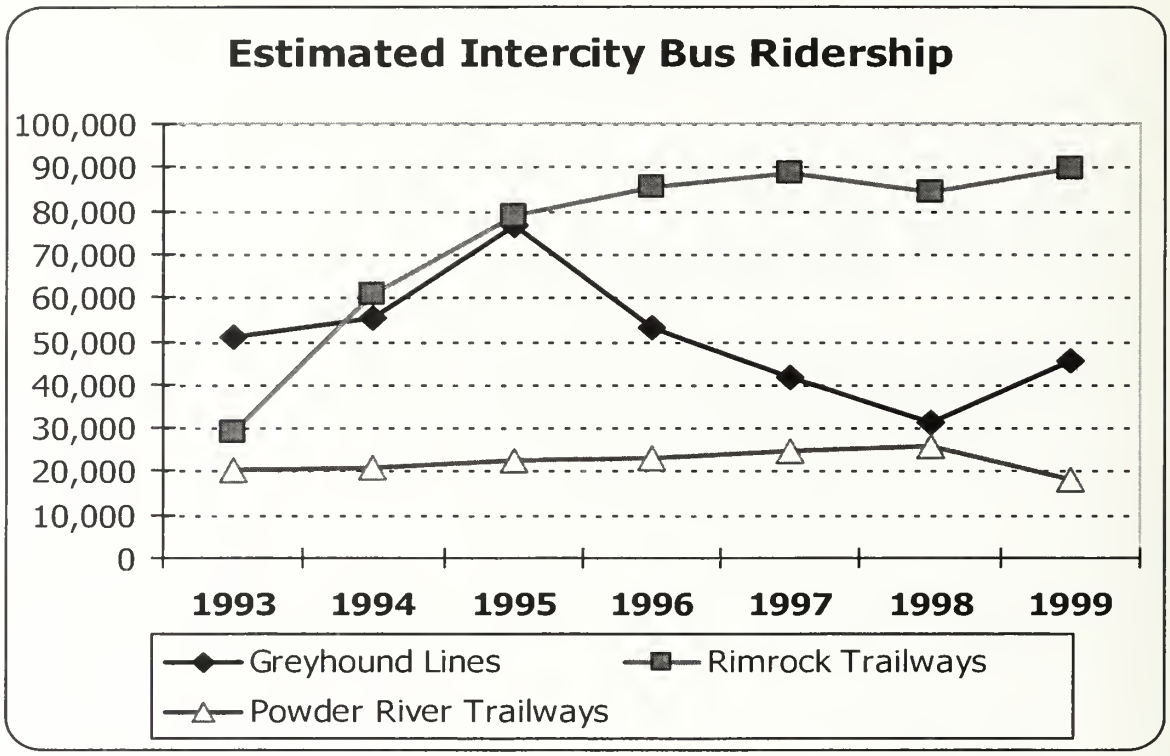
2000 Annual Report

System Characteristics Overview

Passenger Transportation

Intercity Bus Ridership

Exhibit 23



Passenger transportation in Montana includes urban and rural transit, transit for the elderly and disabled, intercity bus service, and vanpooling. It is provided at the local, intrastate, intercity, and interstate levels. In addition, these services are provided by different public agencies, not-for profit organizations, and the private sector.

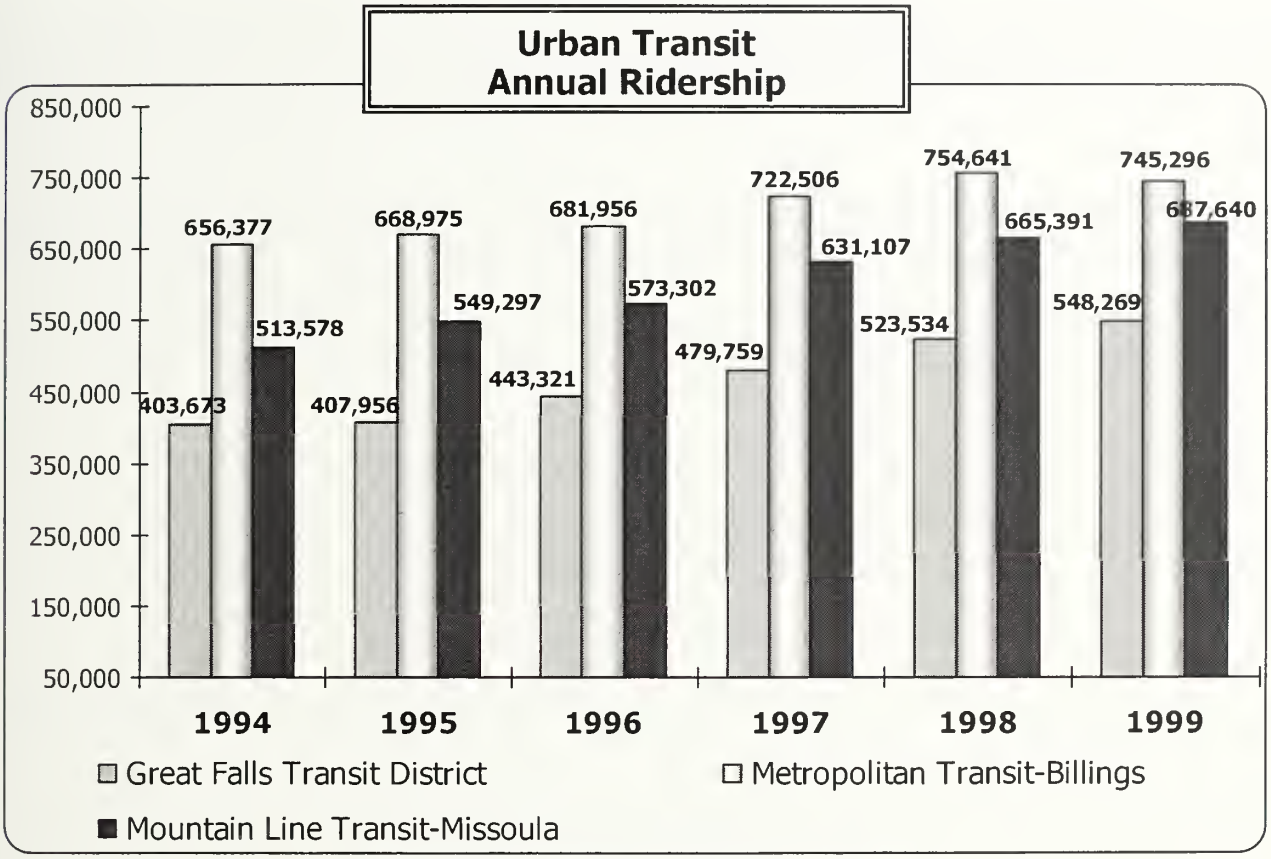
To a large degree, Federal funding defines the organization of bus transportation in Montana. Federal assistance is distributed to providers by categorical allocation that distinguishes between urban transit, rural transit, intercity bus, and transportation for the elderly and persons with disabilities.

As illustrated in Exhibit 23, intercity bus ridership has increased significantly for Rimrock Trailways since 1993. This is mainly due to the industry realignment when Rimrock acquired Intermountain Lines in August of 1994. Greyhound experienced a significant increase in 1995 due to an increase in scheduled service but ridership has dropped since then.

Source: Intercity Bus Operators
Refer to Exhibit IV-21 in TranPlan 21

Transit System Ridership

Exhibit 24



Rural General Public Transit Annual Ridership

AGENCY	1994	1995	1996	1997	1998	1999
Flathead Area IX Agency on Aging - Kalispell	34,430	26,696	34,022	41,633	41,839	47,000
Blackfeet Transit - Browning	7,278	6,438	8,031	9,722	11,450	12,215
Butte-Silver Bow Transit - Butte	125,118	114,112	107,845	110,314	106,907	94,753
Helena Dial-a-Ride - Helena	32,420	36,178	39,266	39,546	38,427	39,319
Fergus County Council on Aging - Lewistown	28,649	24,436	22,465	22,597	20,926	21,421
Fort Peck Transportation System - Poplar	17,312	26,858	30,677	30,195	44,565	54,628
Garfield County (Big Dry Transit) - Jordan	2,086	2,029	2,066	1,985	2,870	3,365
Powder River County Trans. System - Broadus	3,209	3,802	3,019	4,596	3,320	3,014
Ravalli County Transit - Hamilton	N/A	N/A	N/A	N/A	N/A	5,185
Valley County Transit - Glasgow	21,296	20,847	31,259	32,003	28,133	30,027
TOTAL	***271,798***	***261,396***	***278,650***	***292,591***	***298,437***	***310,927***

Source: Montana Department of Transportation, Planning Division-Transit Section
& Section 5307 Operators
Refer to Exhibits IV-18 & 19 in TranPlan 21

Transit System Ridership

In spite of Montana's large land area and small population base, Montana residents are served by an extensive network of transit providers. Transit service is vital to Montana residents who do not have access to their own vehicle. Currently, it performs a social role of providing low cost basic mobility for many Montanans. In the future, particularly in the urban areas, there are opportunities for using existing and developing new public transportation services to provide an alternative to the single occupancy vehicle and support demand management strategies.

Ridership provides one measure of the demand for public transportation in Montana. Ridership changes from year to year are due to the restructuring of routes, clarification of ridership reporting procedures, an increase in agencies such as nursing homes with their own "in-house" transportation, and weather conditions. Welfare reform, Montana's aging population, and the transportation demands of Welfare-to-Work are expected to increase public transportation use.

At present time, there are 90 agencies statewide that receive funding from MDT and provide transit services to the elderly, people with disabilities, and the general public.

Selected Transit System Performance Measures

Exhibit 25

URBAN TRANSIT SYSTEMS	$ OPERATING COSTS / PASSENGER					
	1994	1995	1996	1997	1998	1999
Great Falls Transit District	$3.06	$3.04	$3.11	$3.27	$2.75	$2.34
Metropolitan Transit-Billings	$2.67	$2.67	$2.79	$2.71	$3.00	$2.99
Mountain Line Transit-Missoula	$2.97	$2.87	$2.59	$2.39	$2.50	$2.34
Urban Average	***$2.90***	***$2.86***	***$2.83***	***$2.79***	***$2.75***	***$2.56***
RURAL GENERAL PUBLIC TRANSIT SYSTEMS	**1994**	**1995**	**1996**	**1997**	**1998**	**1999**
Flathead Area IX Agency on Aging	$4.28	$5.89	$5.29	$4.94	$4.94	$5.03
Blackfeet Transit	$8.69	$12.85	$12.15	$9.90	$10.21	$9.58
Butte-Silver Bow Transit	$2.97	$3.59	$4.03	$4.02	$4.14	$4.76
Helena Dial-a-Ride	$5.75	$5.84	$5.81	$5.88	$6.73	$7.23
Fergus County Council on Aging	$2.58	$3.16	$3.32	$3.69	$3.83	$3.90
Fort Peck Transportation System	$9.17	$6.31	$6.47	$7.61	$5.45	$5.01
Garfield County (Big Dry Transit)	$6.51	$8.02	$8.03	$8.16	$5.30	$4.19
Powder River Co.Transportation System	$3.16	$4.38	$5.09	$3.87	$4.43	$3.80
Ravalli County Transit	N/A	N/A	N/A	N/A	N/A	$3.14
Valley County Transit	$3.33	$3.48	$3.23	$3.46	$3.76	$5.01
Rural Average	***$5.16***	***$5.95***	***$5.94***	***$5.73***	***$5.42***	***$5.17***

URBAN TRANSIT SYSTEMS	$OPERATING COSTS / MILE					
	1994	1995	1996	1997	1998	1999
Great Falls Transit District	$2.87	$2.99	$2.10	$3.31	$3.13	$2.88
Metropolitan Transit-Billings	$2.62	$2.76	$2.88	$2.90	$2.83	$3.10
Mountain Line Transit-Missoula	$2.86	$3.03	$2.66	$2.85	$2.94	$2.99
Urban Average	***$2.78***	***$2.93***	***$2.55***	***$3.02***	***$2.97***	***$2.99***
RURAL GENERAL PUBLIC TRANSIT SYSTEMS	**1994**	**1995**	**1996**	**1997**	**1998**	**1999**
Flathead Area IX Agency on Aging	$2.53	$3.04	$2.37	$2.60	$2.98	$2.81
Blackfeet Transit	$2.55	$3.05	$2.76	$2.63	$2.70	$2.71
Butte-Silver Bow Transit	$2.45	$2.52	$2.77	$2.84	$2.76	$2.78
Helena Dial-a-Ride	$2.85	$2.94	$2.96	$2.98	$2.55	$2.76
Fergus County Council on Aging	$2.21	$2.18	$2.12	$2.12	$2.09	$1.95
Fort Peck Transportation System	$2.05	$1.88	$1.93	$1.93	$1.79	$2.03
Garfield County (Big Dry Transit)	$1.86	$1.49	$1.22	$1.50	$1.06	$0.95
Powder River Co. Transportation System	$1.44	$1.49	$1.90	$1.27	$1.25	$1.36
Ravalli County Transit	N/A	N/A	N/A	N/A	N/A	$1.02
Valley County Transit	$1.59	$1.59	$1.75	$2.15	$2.08	$1.94
Rural Average	***$2.17***	***$2.24***	***$2.20***	***$2.22***	***$2.14***	***$2.03***

Source: Section 5311 History Records. Section 9 Operators. Montana Department of Transportation, Planning Division, Transit Section.
Refer to Exhibit IV-22 in TranPlan 21

Selected Transit System Performance Measures

Exhibit 25 (cont.)

URBAN TRANSIT SYSTEMS	RIDERS / MILE					
	1994	1995	1996	1997	1998	1999
Great Falls Transit District	1.00	1.06	1.00	1.01	1.14	1.23
Metropolitan Transit-Billings	1.00	1.04	1.03	1.07	4.00	0.31
Mountain Line Transit-Missoula	0.90	0.93	1.03	1.19	1.17	1.28
Urban Average	***0.97***	***1.01***	***1.02***	***1.09***	***2.10***	***0.94***
RURAL GENERAL PUBLIC TRANSIT SYSTEMS	**1994**	**1995**	**1996**	**1997**	**1998**	**1999**
Flathead Area IX Agency on Aging	0.60	0.52	0.46	0.53	0.61	0.56
Blackfeet Transit	0.29	0.23	0.23	0.26	0.26	0.29
Butte-Silver Bow Transit	0.80	0.71	0.69	0.70	0.67	0.58
Helena Dial-a-Ride	0.50	0.50	0.51	0.51	0.38	0.38
Fergus County Council on Aging	0.90	1.00	0.74	0.58	0.55	0.52
Fort Peck Transportation System	0.20	0.32	0.31	0.26	0.33	0.41
Garfield County (Big Dry Transit)	0.30	0.19	0.16	0.17	0.21	0.24
Powder River Co. Transportation System	0.50	0.32	0.36	0.35	0.32	0.37
Ravalli County Transit	N/A	N/A	N/A	N/A	N/A	0.32
Valley County (Valley Co. Transit)	0.50	0.47	0.56	0.64	0.56	0.57
Rural Average	***0.51***	***0.47***	***0.45***	***0.44***	***0.43***	***0.42***

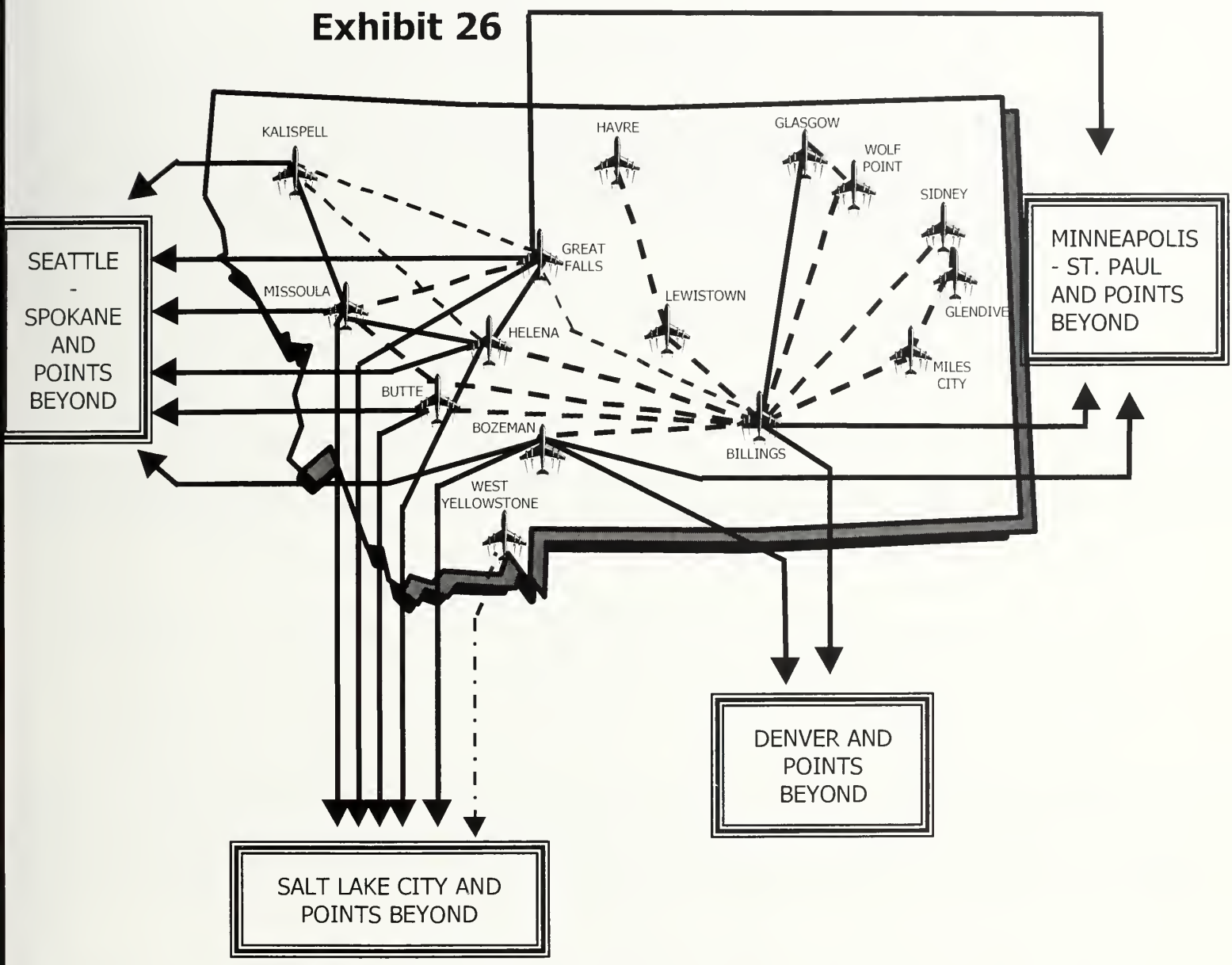
Ridership per mile, cost per passenger, and cost per mile provide information about the performance and current operating environment of transit systems in Montana (see Exhibit 25).

Urban transit providers tend to have the lowest operating cost per passenger and highest number of riders per service mile.

Rural transit systems have differing riders per service mile. In general, rural transit has lower ridership and consequently higher cost per passenger than urban transit systems. Rural transit systems have experienced cost increases that have grown faster than the increase in passengers.

Montana's Scheduled Commercial Air Transportation System

Exhibit 26



NOTE: Only nonstop service depicted. Thickness of lines roughly represents frequency of of service.

Source: Aeronautic Division and Selected Airline Schedules.
Refer to Exhibit IV-28 in TranPlan 21

Air Transportation

Air transportation plays an important role in Montana because of the state's geography and distance from the nation's economic and population centers. The ability to connect Montana's rural areas to emergency medical facilities, urban centers, and to domestic and international destinations through air transportation is vital for Montana's citizens and businesses.

Air transportation services are provided by the private sector. The services provided are constrained by the need to cover costs to stay in business and meet safety-related regulatory requirements. The public sector is involved through the ownership and operation of airports. Planning the airport system and public funding of capital projects takes place at the local, state, and federal levels. At the national level, the Federal Aviation Authority has designated a system of airports of national significance, the National Plan of Integrated Airport Systems, which is eligible for federal funds.

At the state level, the MDT Aeronautics Division designates a system of airports that are included in the Montana State Aviation System Plan. This includes general aviation airports that perform an essential role in ensuring emergency medical service access, natural resource management, economic and social development and are eligible for state aviation funding.

Enplanements Trends

Exhibit 27

COMMERCIAL SERVICE

AIRPORT	ENPLANEMENTS							Percent Change
	1993	1994	1995	1996	1997	1998	1999	1993 - 1999
Billings	303,855	308,493	331,146	322,023	317,521	327,304	339,855	11.8%
Bozeman	174,256	172,502	185,710	195,246	207,352	217,308	221,997	27.4%
Butte	36,742	38,450	38,754	43,461	44,087	44,747	49,133	33.7%
Great Falls	122,376	119,806	124,538	121,315	123,181	126,216	136,066	11.2%
Helena	56,176	60,813	63,002	68,365	72,614	76,683	79,862	42.2%
Glacier Park	89,490	101,715	114,031	121,341	130,638	133,615	146,770	64.0%
Missoula	165,154	165,091	175,027	175,647	192,000	202,277	221,387	34.0%
TOTAL	***948,049***	***966,870***	***1,032,208***	***1,047,398***	***1,087,393***	***1,128,150***	***1,195,070***	***26.1%***

ESSENTIAL AIR SERVICE

AIRPORT	ENPLANEMENTS							Percent Change
	1993	1994	1995	1996	1997	1998	1999	1993 - 1999
Glasgow	4,096	N/A	4,104	3,515	3,137	3,394	4,001	**-2.3%**
Glendive	1,837	N/A	1,732	1,430	1,264	1,933	2,327	26.7%
Havre	2,640	N/A	2,886	2,549	2,379	2,497	2,692	2.0%
Lewistown	2,195	N/A	2,413	1,897	1,615	1,739	2,145	**-2.3%**
Miles City	1,873	N/A	1,853	1,655	1,672	2,377	2,934	56.6%
Sidney	4,109	N/A	4,676	3,465	3,761	4,668	4,515	9.9%
Wolf Point	3,512	N/A	3,327	2,940	2,721	2,880	3,036	**-13.6%**
TOTAL	***20,262***	***N/A***	***20,991***	***17,451***	***16,549***	***19,488***	***21,650***	***6.9%***

Source: Montana Airport Authorities and Managers
Refer to Exhibits IV-25 in TranPlan 21

Enplanement Trends

Air service in Montana is comprised of three main components:

- Commercial Air Service
- Essential Air Service
- General Aviation

Commercial Air Services - provide regularly scheduled passenger air service.

Essential Air Service - is a federally subsidized service, provided by Big Sky Airlines, that ensures air access to rural communities that would not otherwise be served by commercial airlines.

General Aviation - are facilities used for recreational, agricultural, or other services.

Enplanement counts, a measure of revenue-passenger air traffic, can show trends in the demand for air passenger services. The measurements displayed in Exhibit 27 demonstrate that air transportation demand has grown at a rate faster than Montana's population.

Operations at High Volume General Aviation Airports

Exhibit 28

AIRPORT	1991	INSPECTION YEAR	OPERATIONS	% CHANGE 1991 TO INSPECTION YEAR
Kalispell	32,700	1998	35,200	7.6%
Sidney	24,500	1999	23,600	**-3.7%**
Glasgow	21,981	1999	21,908	**-0.3%**
Hamilton	16,800	1999	20,400	21.4%
Lewistown	14,650	1999	18,100	23.5%
Plentywood	11,260	1999	11,360	0.9%
Libby	11,000	1998	5,000	**-54.5%**
Ennis	10,390	1998	11,050	6.4%
Miles City	10,388	1999	11,038	6.3%
Stevensville	7,650	1998	10,400	35.9%
Laurel	8,300	1998	13,100	57.8%
Dillon	9,520	1998	10,500	10.3%
Three Forks	9,280	1999	11,200	20.7%
Chinook	8,400	1999	8,750	4.2%
Forsyth	8,312	1998	8,800	5.9%
Havre	10,949	1998	9,100	**-16.9%**
Gardiner	8,100	1998	8,900	9.9%
TOTAL	***224,180***		***238,406***	***6.3%***

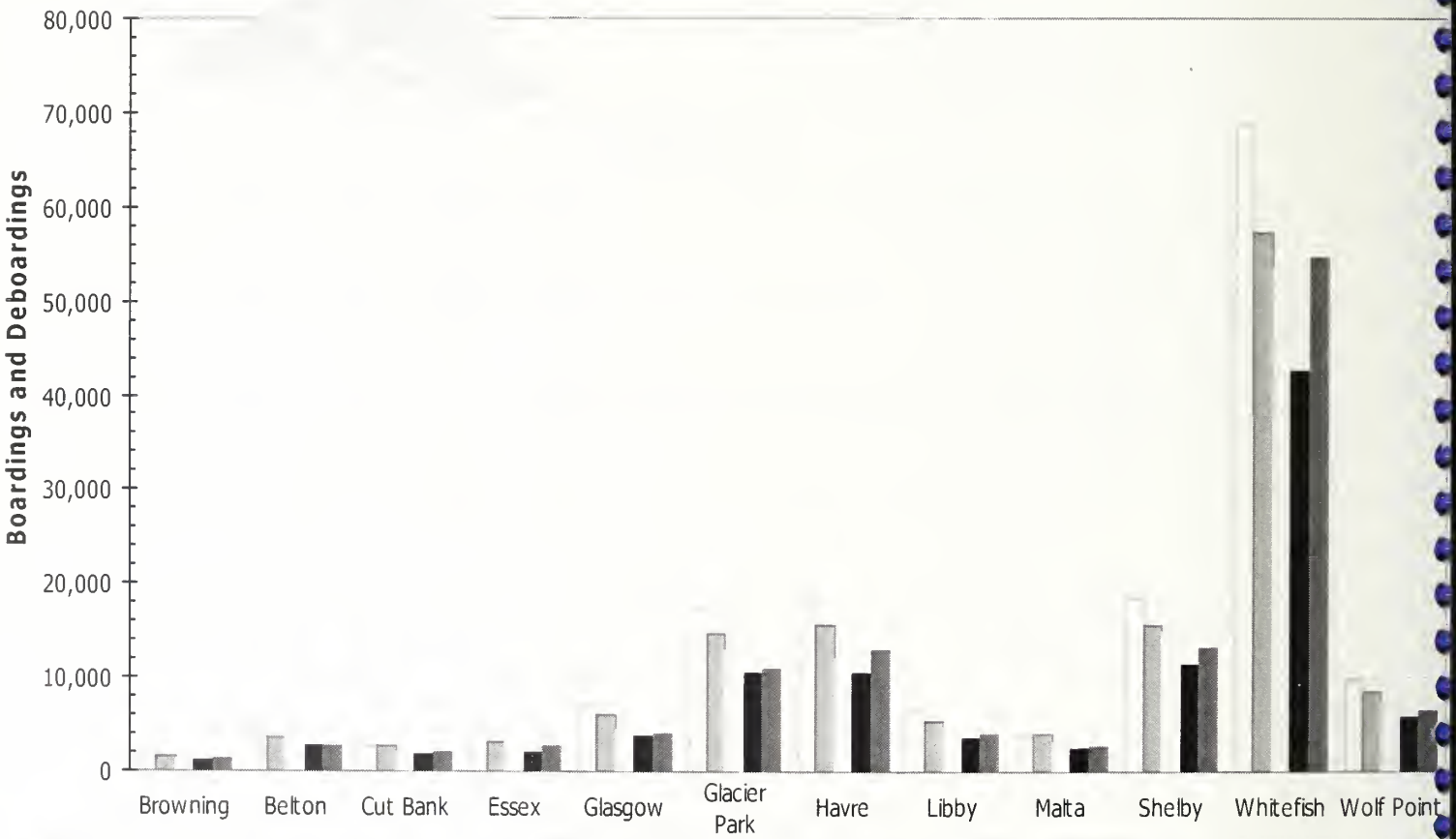
Exhibit 28 shows the number of annual operations at high volume general aviation airports (>8000 operations) in 1991 compared to the latest inspection year. Increased volumes at these airports indicates the importance of intermodal connections and the likelihood of airport capital improvements. The highest increases were at Laurel, Stevensville, Lewistown, and Hamilton.

Source: Aeronautics Division - Operation listed from 5010
Inspections done every three years or when changes are made at the airport.
Refer to Exhibit IV-26 in TranPlan 21

Montana's Amtrak Ridership

Exhibit 29

Station Totals
1995 - 1999



	Browning	Belton	Cut Bank	Essex	Glasgow	Glacier Park	Havre	Libby	Malta	Shelby	Whitefish	Wolf Point
1999	1,953	4,765	2,626	4,344	7,024	17,073	18,073	6,729	3,850	18,502	68,756	9,717
1998	1,455	3,571	2,767	3,132	6,046	14,688	15,633	5,393	4,065	15,685	57,320	8,496
1997	1,421	3,779	2,100	3,080	4,445	12,936	12,107	4,655	3,021	14,868	53,371	7,357
1996	1,019	2,720	1,729	1,931	3,744	10,541	10,495	3,604	2,384	11,270	42,533	5,885
1995	1,296	2,749	2,012	2,596	4,116	11,021	12,818	3,937	2,702	13,249	54,538	6,552

Source: Amtrak Monthly Ridership Tapes
Refer to Exhibit IV-39 in TranPlan 21

Passenger Rail In Montana

Passenger rail service in Montana is provided by the National Railroad Passenger Corporation (Amtrak) across the northern portion of the state. The "Empire Builder" originates in Chicago and parallels US 2 through Montana with sections that terminate in Seattle and Portland. There are 12 stops in Montana at Browning, Belton-West Glacier, Cut Bank, Essex, Glasgow, Glacier Park (East Glacier), Havre, Libby, Malta, Shelby, Whitefish, and Wolf Point. There are no agents at 6 of the 12 stations, Browning and Glacier Park are seasonal stations, and Essex is a flag stop. The Belton-West Glacier station is owned by the National Park Service, the Whitefish station is owned by Stumptown Historical Society of Whitefish, and the other stations are owned by Burlington Northern Santa Fe Railway. Service for Montana stations has changed in recent years. On February 1, 1995, Amtrak service to Montana stations was reduced from daily to four days a week. Daily service resumed on May 11, 1997.

Amtrak is a federally-funded quasi-public corporation which has provided intercity passenger service across Montana since it was created in 1970 when Congress passed the Rail Passenger Service Act. Future service levels in Montana will be affected by national policy decisions concerning Amtrak funding, and the organizational and business decisions made by Amtrak for serving the east-west interstate passenger travel market.

2000 Annual Report

System Characteristics Overview

Bike and Pedestrian Transportation

Bicycle and Pedestrian Daily Journey-to-Work in Selected Montana Cities

Exhibit 30

CITY	BICYCLE		WALK	
	NUMBER	PERCENT	NUMBER	PERCENT
Missoula	793	3.9%	1,638	8.2%
Bozeman	453	4.1%	1,858	16.9%
Great Falls	199	0.8%	1,173	4.8%
Helena	178	1.5%	1,276	10.5%
Billings	172	0.4%	1,779	4.6%
Kalispell	94	1.9%	381	7.5%
Butte	37	0.3%	866	6.4%
Total	1,926	1.5%	8,971	7.2%
STATEWIDE TOTAL	***3,209***	***0.9%***	***27,022***	***7.7%***

Source: 1990 Census, U.S. Department of Commerce, Bureau of the Census
Refer to Exhibit B in TranPlan 21

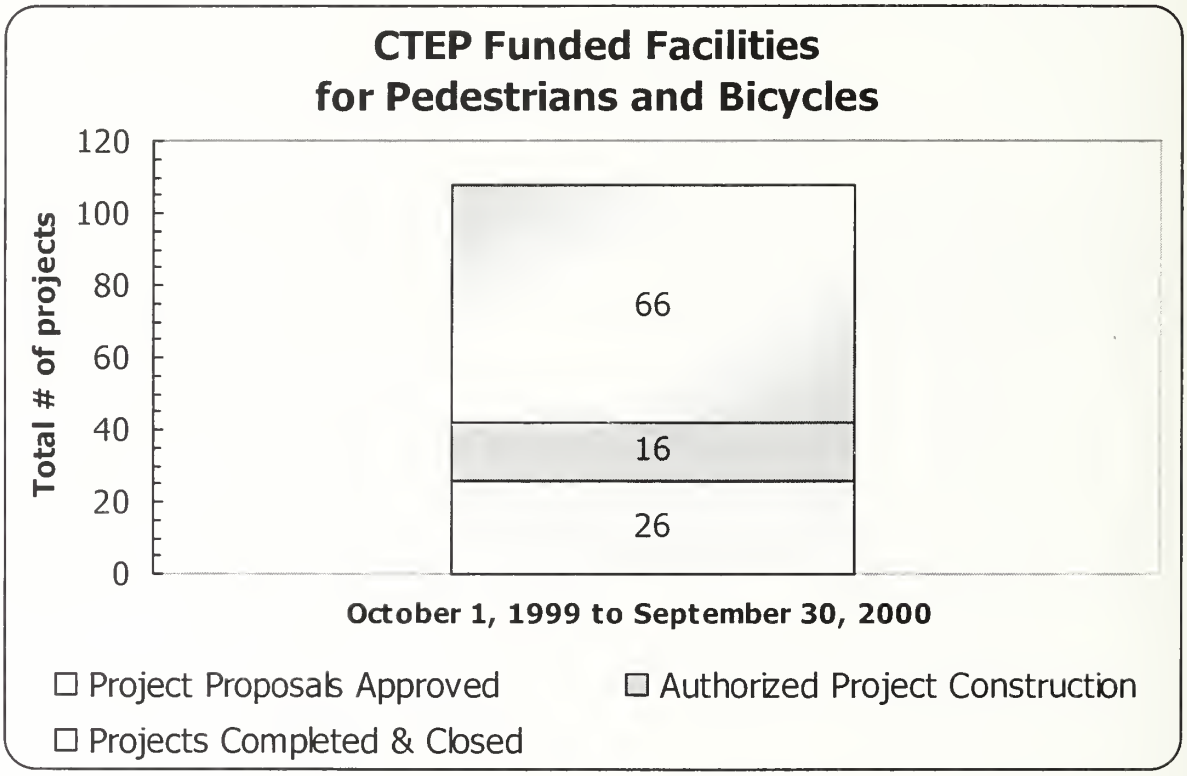
Bicycle and Pedestrian Modes in Montana

The primary source of data from which to draw conclusions about bicycle ridership and pedestrian activity is the journey-to-work data collected for the 1990 Census (see Exhibit 30). However, there is more current journey-to-work by mode information gathered by the 1997 and 1999 Public Involvement Telephone Survey (see *Annual Report* - Exhibit 2). The 1990 Census data indicated that just under 1% of all journey-to-work trips were by bicycle and the rate of bicycle work trips in Montana is twice the national average.

Walking is an element in almost every trip. According to the 1990 Census, just under 8% of Montanans walk to work every day, which is almost twice the national average. Once again, journey-to-work is the only systematic data available concerning walking. However, it does not include the use of pedestrian facilities by those under 16 and walking for errands and other activities. One reason for the importance of pedestrian trips in Montana is that the state's urban areas are relatively old and have a fairly high population density. Walking is also a traditional form of transportation in small towns across Montana.

Bicycle and Pedestrian Projects in Montana

Exhibit 31



Since TranPlan 21 was adopted in 1995, MDT's full-time Bicycle and Pedestrian Coordinator has coordinated the presentation of three comprehensive bicycle and pedestrian facility design courses and works closely with project designers and local officials to identify bicycle and pedestrian use and needs early in the highway project design process. Residents throughout Montana have improved bicycle and pedestrian facilities as a result of these initiatives and MDT's innovative Community Transportation Enhancement Program (CTEP).

CTEP allows communities to fund projects such as bicycle paths, historic building renovations, and roadway landscaping. Exhibit 31 above shows the most recent status of bike/ped facilities throughout the state that are funded through CTEP.

Source: Montana Department of Transportation, Planning Division-
CTEP Bureau-Progress Summary Report

2000 Annual Report

System Characteristics Overview

Fiscal Year 2000 Funding

Federal Transportation Funds Allocation

Exhibit 32

PROGRAM	$ MILLION
Interstate System	61.05
National Highway System	82.83
Primary Highway System	50.58
Secondary Highway System	20.90
Urban Highway System	7.10
State Highways	1.00
MDT Annual Programs-Statewide (training, maintenance, utility fast process,...)	3.38
Enhancement Program:	
CTEP	5.14
Safety Program:	
Railroad Protective Devices	2.00
Railroad Hazard Elimination	0.00
Hazard Elimination	6.12
Bridge Program	19.67
Congestion Mitigation & Air Quality Improvement Program	9.63
Statewide Planning & Research	5.49
Metropolitan Planning	0.94
TOTAL FUNDS ALLOCATED	***$275.83***

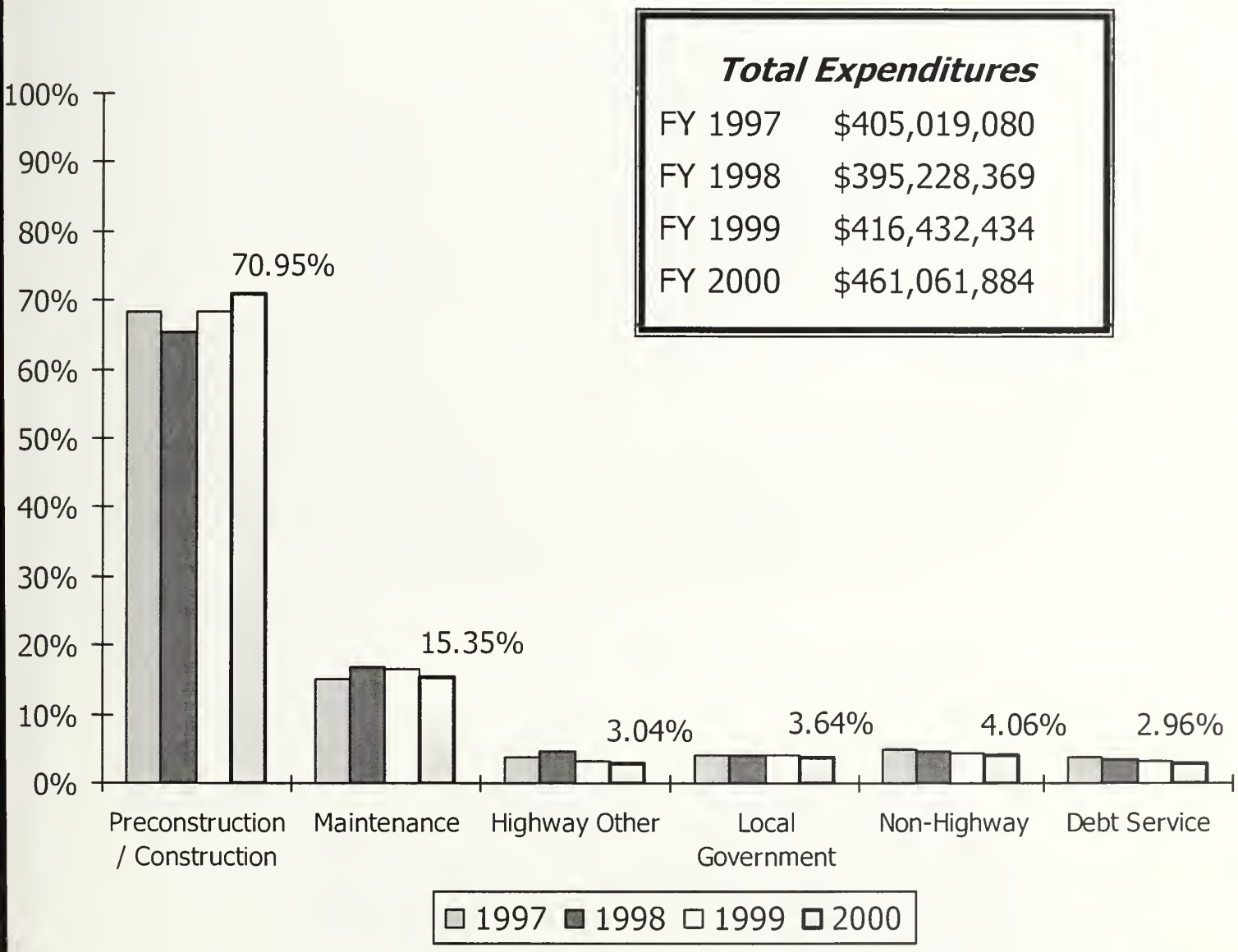
Section 60-2-127 MCA requires the Montana Transportation Commission to allocate a portion of the Federal transportation funds available for construction purposes for projects on the National Highway System, the various systems and state highways.

Exhibit 33 is based on the actual federal apportionments received by the state of Montana and the allocations as presented and approved by the Montana Transportation Commission for Federal Fiscal Year 2000.

Source: MDT Federal FY 1999 Allocation Plan as presented and approved by the Montana Transportation Commission
Refer to Exhibit V-4 & V-5 in TranPlan 21

FY 2000 Highway Program Expenditures

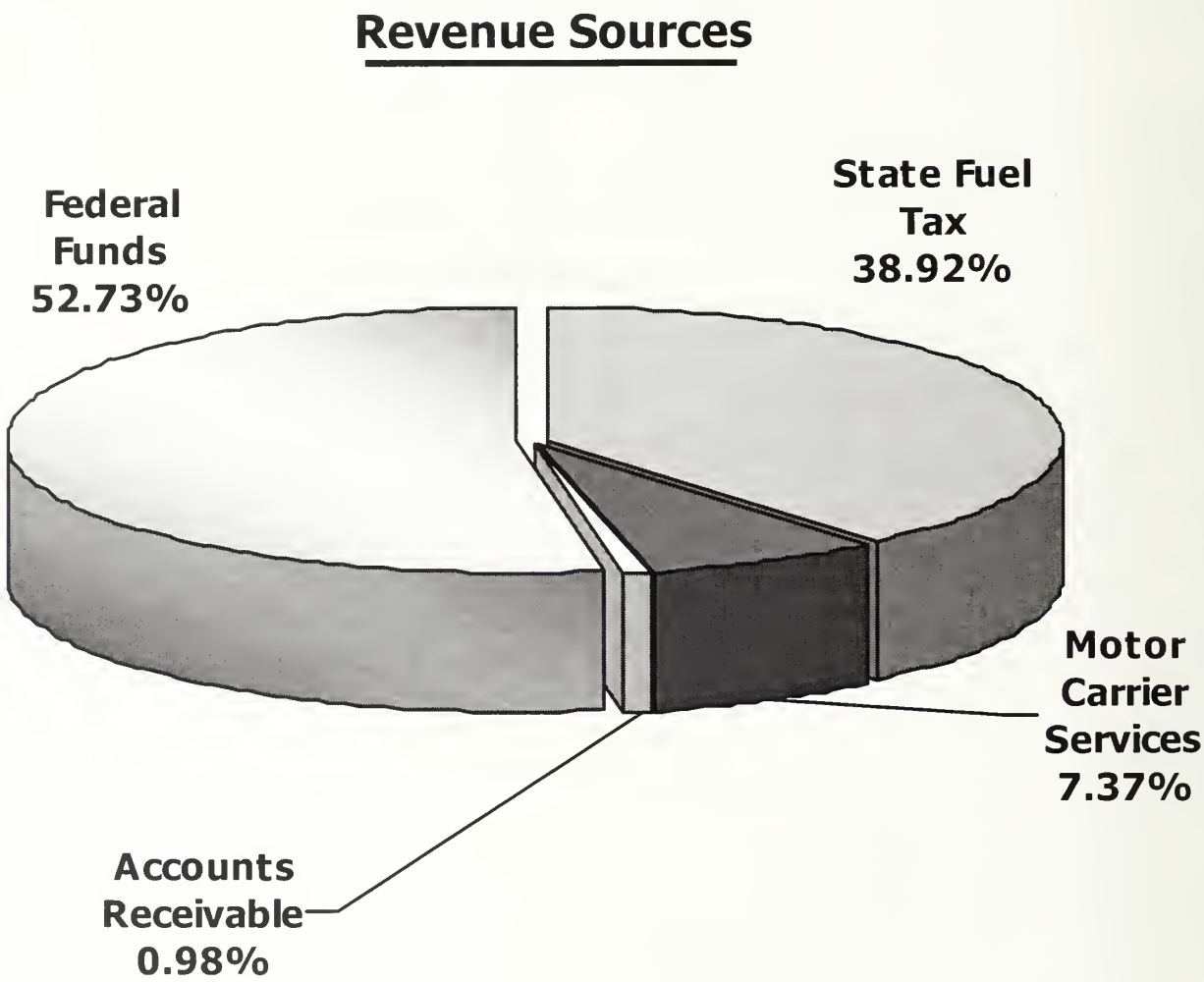
Exhibit 33



Source: 2000 FYE SBAS 623 Report
Refer to Exhibit V-8 in TranPlan 21

FY 2000 Highway Program Revenues

Exhibit 34



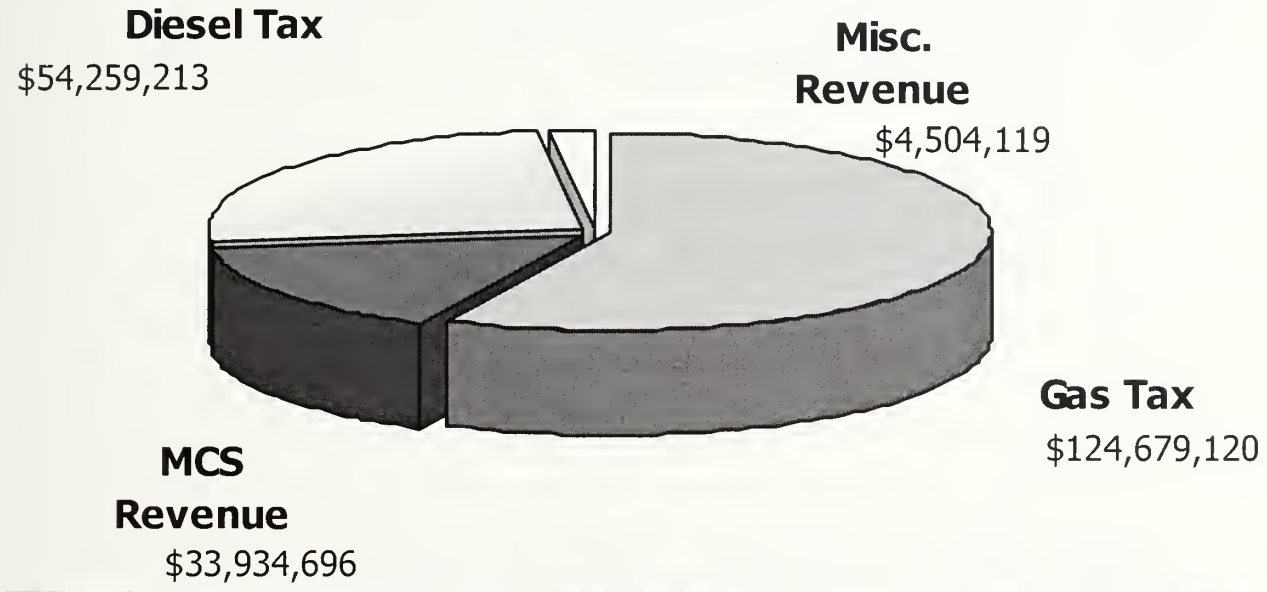
2000 Revenues = $460,215,237

Source: 2000 FYE SBAS 613 Report Actual
Refer to Exhibit V-6 inTranPlan 21

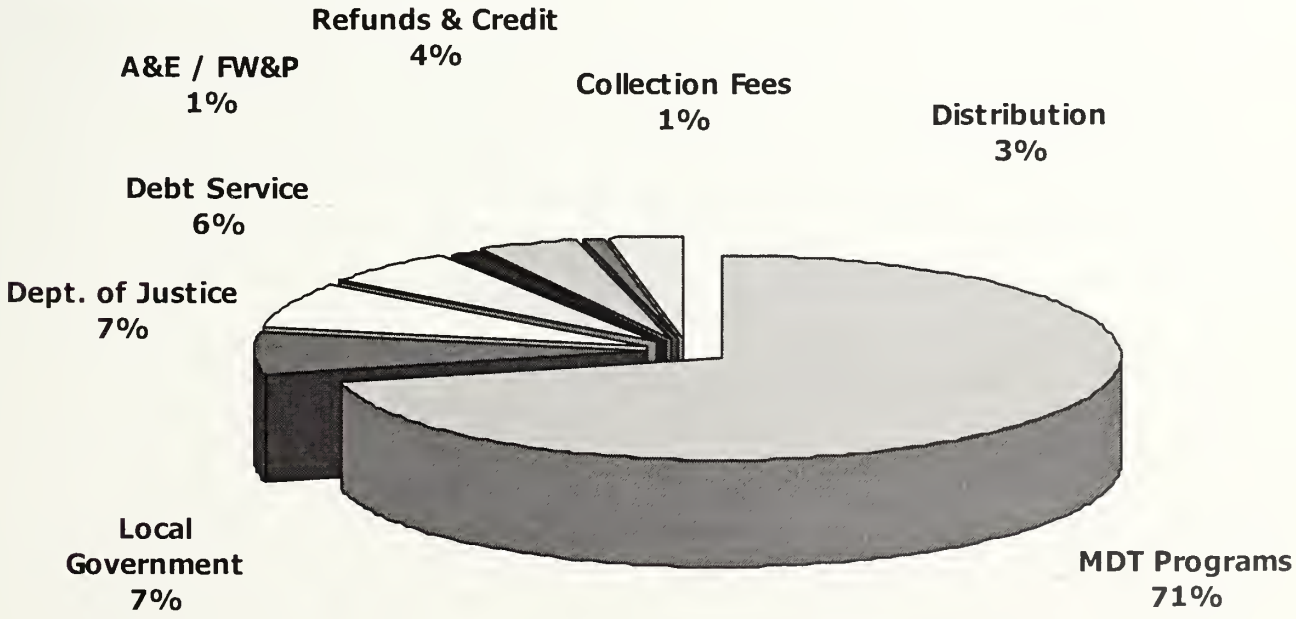
FY 2000 State Fuel Tax / GVW Revenues and Expenditures

Exhibit 35

REVENUES



EXPENDITURES



Source: MDT Financial Management Bureau

Fiscal Year 2000 Funding

Montana's highways are constructed and maintained with state and federal funds collected from all highway users in the form of fuel taxes, registration fees, motor carrier fees and excise taxes. Montana's federal funding increased significantly in the past year with the passage and enactment of the Transportation Equity Act for the 21st Century-TEA-21 on June 9, 1998.

TEA-21 increases Montana's Federal-Aid Highway Program funding by roughly 60 percent from the previous Act, the Intermodal Surface Transportation Efficiency Act (ISTEA). TEA-21 provides Montana with important new flexibilities that include:

- Congestion Mitigation and Air Quality Improvement Program funds can now be used to proactively address air quality and congestion needs across Montana.
- General transferability that will allow the Secondary and Urban Programs to increase.

2000 Annual Report

POLICY GOALS AND ACTIONS STATUS

Montana Department of Transportation Policy Goals and Actions Status Tables

Summary

The following tables report the implementation status of TranPlan 21 policy goals and actions as of *July, 2000*. They are grouped into the following policy areas:

- Economic Development
- Freight Mobility
- Roadway System Performance
- Access Management
- Land Use Planning and Transportation
- Public Transportation
- Bike and Pedestrian Transportation

As the TranPlan 21 goals and actions are implemented, these tables will serve as both a guide to offices responsible for implementing the actions and as an instrument for future reporting and evaluation. The priorities for the actions are defined below.

PRIORITIES:

HIGH - Ongoing / implement before December 31, 2000

MEDIUM - Implement 2-5 years

LOW - Implement when resources allow

➡ **NOTE: The action descriptions in the tables are summaries. Please refer to TranPlan 21 for the complete text of the goals and actions.**

Economic Development

A	*Goal:* **Promote a Transportation System that Provides a Cost Effective Access for Montana's Export Oriented ("basic") Industries to Regional, National, and International Markets.**

	Action	Responsible Office(s)	Priority	Status
A.1	Work with shippers and private providers on a continuing basis to identify barriers to be overcome and transportation improvements that will enhance access to regional, national, and international markets.	Planning	Medium	▪ Commodity Flow Feasibility Study completed. ▪ Surveying shippers as part of biennial TranPlan 21 stakeholder involvement process. ▪ Contacted shippers as part of State Rail Plan update.
A.2	Prioritize support for "basic" industries as criteria in programming and project selection.	Planning	High	Evaluating criteria to determine what data to add and is available to support the Performance Programming Process.
A.3	Work with commercial air carriers to maintain and enhance existing levels of service.	Aeronautics	High	▪ Aeronautics Division continues to staff the Governor's Essential Air Service Task Force, which provides input to Big Sky Airlines and the U.S. DOT EAS Office. ▪ Involvement in frequency and scheduling of Big Sky Airlines for the betterment of the community. ▪ Continued participation in the Helena Chamber of Commerce Air Service Task Force. ▪ Continued involvement in the Trails West Aviation Group (ND, SD, WY, NE, CO, & MT). ▪ Continued involvement in the Governor's Airline Service Committee to improve service between Montana & Alberta.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Economic Development (cont.)

B	*Goal*: **Ensure State and Local Economic Development Policies, Plans, and Priorities Are Factored into Transportation Planning and Programming.**

	Action	Responsible Office(s)	Priority	Status
B.1	Hold annual meetings with Department of Commerce regional development officers to discuss and review long-range plans, identify local and regional industries, infrastructure concerns, and transportation impediments (if any).	Planning* Engineering District Offices	High	MDT initiated and participated in first meeting with Department of Commerce.
B.2	Factor state and local economic development program priorities into the programming process.	Planning	Medium	Evaluating economic development priorities for the incorporation into the Performance Programming Process.
B.3	Establish a new city park rest area program to encourage visitors to contribute to economic development.	Planning* Engineering District Offices Maintenance	High	▪ Rest areas constructed at Cut Bank, Havre, Whitefish, Big Sandy, Ennis, Lewistown, and Roundup. ▪ 1999 Rest Area Plan recommended continuation of program. ▪ MDT will seek additional funding from 2001 Legislature.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Economic Development (cont.)

C	*Goal*: **Engage in Multi-state and Regional Initiatives that Facilitate International Trade.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
C.1	Participate in an examination of multi-state trade corridor initiatives.	MCS* Planning	High	▪ Actively involved in examination of Camino Real, CANAMEX, and WTTN Proposals. ▪ Partnering with WYDOT in development of joint port-of-entry north of Sheridan. The port-of entry is expected to be operational by 2004. ▪ Participation in the Land Transportation Standards Subcommittee (LTSS) in Working Group 2 (Vehicle Weights and Dimensions). Membership in the LTSS includes Canada, U.S. (Federal) and Mexico. Only five states, including Montana, are participants. ▪ Participating in CANAMEX Corridor Coalition. ▪ Co-sponsoring trade corridor/border crossing discretionary grant applications as consistent with State and MPO plans.
C.2	Coordinate with planning undertaken by Canadian Provincial Governments of Alberta and Saskatchewan.	MCS	High	▪ Developed process for merging Montana and Alberta permits for routine travel into one permit that is issued by the base state. ▪ Actively involved in MABAC. ▪ Working with Saskatchewan on MT 16 improvements and freight initiatives. ▪ Developing status report showing planned projects in adjoining states and providences.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Economic Development (cont.)

D	*Goal*: **Promote Tourism and Access to Recreational, Historical, Cultural, and Scenic Destinations Through Transportation Planning and Programming.**			
	Action	**Responsible Office(s)**	**Priority**	**Status**
D.1	Implement the recommendations of the scenic byway feasibility study.	Planning	High	Legislation passed for a scenic byway program but no budget authority to implement the program. MDT will seek corrective language during 2001 session.
D.2	Prioritize and encourage the development of transportation enhancements that promote tourist access.	Planning	High	▪ Through CTEP, local governments are encouraged to develop improvements that provide access to recreational opportunities, historic sites, scenic and other destinations. ▪ Two new enhanced rest area designs developed with improved visitor services including electronic information.
D.3	Encourage more tourist oriented directional signing.	Engineering* District Offices Maintenance	High	▪ Revised administrative rules to allow for expanded business eligibility. ▪ Promote Tourist Oriented Directional Signs (TODS) as alternative to billboard advertising.
D.4	Minimize negative impacts of billboards by implementing recommendations from the Governor's Outdoor Advertising Task Force.	Engineering* Legal	High	Done through revised legislation and administrative rules.
D.5	Maintaining community character that enhances tourism and local economic development will be considered as part of project evaluation.	Planning* Engineering District Offices	Medium	Will be incorporated into the on-going development of the Performance Programming process. Staff has met with DOC Regional Economic Development officers to promote economic development.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Freight Mobility

A	*Goal*: **Ensure Efficient Highway Freight Mobility**			
Action		**Responsible Office(s)**	**Priority**	**Status**
A.1	Monitor highway freight corridors and prioritize improvements in these corridors.	Planning* MCS	Medium	▪ The Congestion Management System has evaluated the Billings-Great Falls, CANAMEX, and Camino Real corridors for 1996, 1997, and 1998. 1999 data will be available later this year.
A.2	Identify and address impediments to efficient freight movements in highway freight corridors.	Planning* MCS	Medium	▪ Objectives in Phase II Performance Planning Process. ▪ Developed a list of structures that cause routing problems for specialized loads. List is available from MCS. ▪ Impediments identified in CANAMEX Study.
A.3	Ensure freight corridors are addressed in metropolitan planning organization and other jurisdictional transportation plans.	Planning* District Offices	High	▪ Ongoing Planning Process ▪ Participating in bypass feasibilty studies in Billings and Lewistown.
A.4	Work with local, federal, and Canadian governments to ensure Montana's border crossing needs are met.	MCS* Planning Engineering	Medium	▪ Participation in the operation of the Montana / Alberta Joint Uniform Vehicle Inspection Station located in Coutts, Alberta, Canada. ▪ Participation in the operation of the Idaho / Montana joint port / weigh station located at Haugan. ▪ Participation with Wyoming in establishing a joint port / weigh station in Wyoming. ▪ Actively involved with MABAC. ▪ Participating in improvements to Coutts-Sweetgrass border crossing. ▪ Part of scope of CANMEX Study.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Freight Mobility (cont.)

B	Goal: Ensure a Balanced Freight System Through Preservation of the Existing Rail and Air Transportation System.			
	Action	**Responsible Office(s)**	**Priority**	**Status**
B.1	Prevent the further loss of rail branch lines by working with the railroad industry to facilitate the preservation of branch lines.	Planning	Medium	▪ Whitetail Line rehabilitation project completed. ▪ Working with Port of Montana & UP on slide problems that threatens service to Scoular Grain and Port.
B.2	Identify and address priority grade separation needs at busy railroad crossings.	Planning* Engineering District Offices	High	Railroad Grade Separation Needs Study under development and consultant contacted.
B.3	Retain existing right-of-way in rail corridors.	Planning* Engineering	Low	▪ Monitoring ▪ MDT involved in discussions related to potential Kalispell and Lewistown area abandonment.
B.4	Work with airport operators to maintain, preserve, and improve levels of commercial airfreight service.	Aeronautics* Planning	Medium	The department financially sponsors many airport improvement projects throughout the state.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Freight Mobility (cont.)

C	*Goal*: **Improve Intermodal Connectivity by Increasing the Use of Intermodal Freight Facilities.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
C.1	Encourage the use of, and improve the performance of, existing intermodal terminals with open access to enable efficient transfers between modes.	Planning* MCS	High	▪ Communication with intermodal terminal operators through WTTN and TranPlan 21 surveys to identify needs. ▪ Working with Port of Montana and Port of Northern Montana on potential LRFA projects to preserve and enhance services.
C.2	Encourage the use of existing truck/rail reload facilities and work with private industry in the development of new facilities with open access.	Planning	High	See C.1
C.3	Involve shippers and private sector providers on a periodic basis to improve the MDT's understanding of freight needs.	Planning	High	▪ Surveyed as part of TranPlan 21 biennial analysis, WTTN, and CANAMEX. ▪ Regular meetings with rail companies.
C.4	Include freight access as a component of statewide airport system planning.	Aeronautics* Planning	Low	The Montana airport system plan is updated annually. Funding for a freight access component to this system plan for FY 99 is expected to be completed soon.
C.5	Ensure that the MDT has in-house modal expertise to address freight issues associated with Interstate Commerce Commission requirements.	Planning* Legal	High	Consulting firms used for on-going issues such as McCarty Farms and rate issues.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance

A	*Goal*: **Establish Explicit Priorities for Roadway Improvements.**			
	Action	**Responsible Office(s)**	**Priority**	**Status**
A.1	Establish a process for ensuring project selection reflects policy and planning goals.	Planning* Engineering District Offices Maintenance	High	▪ Using outputs from Performance Programming Process for new projects. ▪ Performance Programming Process is being added in future to Traffic Control Plan (TCP)

B	*Goal*: **Systematically Modernize Montana's Highway Infrastructure.**			
	Action	**Responsible Office(s)**	**Priority**	**Status**
B.1	Continue to use the existing Geometric Design Standards for preserving and developing the highway system.	Engineering* District Offices Planning	High	▪ On-going – continuing to use the existing Geometric Design Standards. ▪ The Department also developed a related document aimed at preserving the system entitled "Guidelines for Nomination and Development of Pavement Treatment Projects". The matrix for major and minor rehabilitations is complete.
B.2	Establish criteria (goals and standards) to be used to determine reconstruction needs and whether to add capacity.	Planning* Engineering District Offices Maintenance	Medium	Established congestion performance measures to meet goals set by MDT from TranPlan 21.
B.3	Establish and implement proactive right-of-way preservation in corridors forecast to have capacity constraints over the next twenty years.	Planning* Engineering District Offices	Medium	▪ Engaged in several efforts along US 93 to preserve right-of-way. ▪ Initiating stand-alone control of access projects on highway in high growth areas.
B.4	Inform local planning and development officials of the state's desire to preserve these corridors and the extent of local responsibilities in this regard.	Planning* Engineering District Offices	High	Discussions through urban planning process.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

B	*Goal*: Systematically Modernize Montana's Highway Infrastructure.			
Action		**Responsible Office(s)**	**Priority**	**Status**
B.5	Encourage local jurisdictions to address right-of-way preservation in local land use plans and any access management programs	Planning	High	Working with local jurisdictions in access management project and urban planning process.
B.6	Establish and fund a program, if necessary, for acquisition of right-of-way on highways that are currently congested and TranPlan 21 forecasts indicate will be congested in the next twenty years.	Engineering* Planning District Offices	Low	▪ Corridor preservation is encouraged with identified congested areas. Funding must be prioritized and established when available. ▪ Department has initiated several stand-alone control of access projects.
B.7	Use the Pavement, Maintenance, and Bridge Management Systems to coordinate maintenance work with other construction work.	Engineering* Maintenance District Offices	High	Performance Programming Process query tool developed to allow Districts to coordinate maintenance work with construction projects using all management systems (Pavement, Bridge, Safety, CMS, and Maintenance). Systems coordination is progressing successfully.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

C	*Goal*: **Enhance the Multimodal Role of the Roadway System**			
Action		**Responsible Office(s)**	**Priority**	**Status**
C.1	Include consideration of public transit needs in updates to the Geometric Design Standards.	Engineering* Planning District Offices	Low	Public transit needs continue to be identified during project scoping.
C.2	Use the Congestion Management System to identify corridors where public transportation could reduce the need for capacity improvements.	Planning* Engineering District Offices	High	Congestion Management System completed.
C.3	Identify criteria and locations for transit supportive design.	Planning* Engineering District Offices	High	▪ Ongoing plan development - TDP's – Add TDM & TDP elements to Transportation Plans and updates for urban areas. ▪ References in design reviews of major facility sites. ▪ Heightened awareness from expanded public involvement at project level. ▪ Including survey in State Transit Needs Study.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

D	*Goal*: **Identify and Deploy Cost-effective Intelligent Transportation Systems Applications to Improve Safety and Capacity.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
D.1	Develop the MDT's intelligent transportation systems plan as the basis for evaluating, and where cost effective, deploying advanced vehicle technologies in lieu of highway system improvements to improve safety and capacity.	Planning* MCS Engineering District Offices Maintenance	High	ITS Strategic Plan completed and adopted June 1999.
D.2	Encourage the metropolitan planning organization areas to include consideration of intelligent transportation systems in their long-range plans.	Planning	Medium	Continuing

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

E	*Goal*: **Preserve Highway Pavement Conditions at Existing or Higher Levels on the Interstate and Primary System. Establish Goals for Improving Secondary System Pavement Conditions.**

	Action	Responsible Office(s)	Priority	Status
E.1	Ensure that the Pavement Management System is used as a planning, program development, and engineering tool.	Engineering* District Offices Planning Maintenance	High	Performance Programming Process query tool is developed and will be utilized by the Districts. (see B.7)
E.2	Ensure use of the Pavement Management System is institutionalized.	Engineering* District Offices Planning Maintenance	High	The PvMS is institutionalized by the use of it and other management systems outputs in the Performance Programming Process.
E.3	Develop ways to evaluate techniques and materials through the management system to ensure long-term performance.	Engineering	Medium	Work is continuing on this goal within PvMS and Research.
E.4	Use the Pavement Management System to define strategies and funding levels that will maintain existing performance.	Engineering* Planning Maintenance	High	Developed Performance query tool and used the Performance Programming Process to develop strategies and funding levels.
E.5	Monitor and determine the impacts of the North American Free Trade Agreement (NAFTA) upon Montana's transportation facilities.	Engineering* Planning MCS	High	▪ Working towards achieving more reliable truck data (with the implementation of TRADAS) to assess impacts. ▪ Participation in LTSS (see item 1 in C.1). ▪ Participation in the WASHTO Committee on Highway Transport. ▪ Participation in the AASHTO Subcommittee on Highway Transport. ▪ Involved with STARS WIM application as it pertains to ESALS and pavement design.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

E	*Goal*: **Preserve Highway Pavement Conditions at Existing or Higher Levels on the Interstate and Primary System. Establish Goals for Improving Secondary System Pavement Conditions.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
E.6	Regularly update the cost allocation study to ensure equity in user fees and include analysis of secondary system use.	MCS* Planning	High	MCS transferred personal services budget to fund two temporary FTE to assist Transportation Planning in gathering data for the cost allocation study. The study is expected to be completed and distributed October 2000.
E.7	Do not increase the MDT's maintenance responsibilities.	Maintenance	High	As part of larger effort to address program inefficiencies, legislation passed (SB 333) that requires MDT to maintain paved Secondary Highways by 01-01-2001. Maintenance is working with counties to ensure implementation.
E.8	Use the Pavement Management System to assist local jurisdictions to understand their preservation needs.	Engineering	High	MDT took over the maintenance of paved Secondary Highways therefore pavement management activities are also taken over by MDT.
E.9	Establish maintenance standards and goals to complement the Geometric Design Standards.	Maintenance* Engineering	Medium	Has been delayed until after the Secondary Highways have been surveyed and results analyzed.
E.10	Prioritize system preservation and maintenance.	Engineering* District Offices Maintenance Planning	High	PvMS continues to provide information through publication of the PvMS Annual Report. The information is provided to Planning, Engineering, and Maintenance. It is also used in the Performance Programming Process to develop strategies for system preservation.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

E	*Goal*: **Preserve Highway Pavement Conditions at Existing or Higher Levels on the Interstate and Primary System. Establish Goals for Improving Secondary System Pavement Conditions.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
E.11	Use the Bridge Maintenance System as a planning, program development, and engineering tool.	Engineering* Planning	High	▪ The BMS is fully utilized with its inspection module and the data is used to prioritize bridge construction projects, determine the proper scope for those projects, and provide direction for the bridge maintenance program. ▪ The BMS cost module is under development. ▪ The data in the BMS is used in the Performance Programming Process.
E.12	Provide and disseminate transportation system preservation and maintenance information.	Engineering* Maintenance Public Affairs Planning	High	▪ Accomplished and finalized with the advent of PvMS collecting Secondary Highway distress information and the routine inclusion and publishing of the information starting with Fall 1999 report. ▪ Second customer services surveys completed and winter maintenance level of service implemented. ▪ Transportation Awareness Program (TAP) continues with national recognition.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

F	Goal: Improve Construction and Maintenance Techniques and Materials			
	Action	**Responsible Office(s)**	**Priority**	**Status**
F.1	Continually review maintenance operational procedures for efficiency and effectiveness improvements.	Maintenance* District Offices	Medium	▪ The Division is continually reviewing department methods and procedures for roadway maintenance. ▪ Have provided guidance and best practice information to the field and have improved quality of pavement work. ▪ Produced a working manual on chip seals. ▪ Continually reviews other states' best practices and the testing and evaluation of new material and processes to ensure best practices and applications.
F.2	Review procedures for testing and accepting maintenance materials to ensure quality materials.	Engineering* Maintenance	High	▪ Working with Maintenance and providing materials testing support on submitted samples. ▪ Maintenance field review reports are shared with Materials Bureau staff to provide feedback on materials issues.
F.3	Utilize the Maintenance Review Section and the Construction Review Section, through the Materials Bureau, to further review the problem of poor aggregates and availability throughout the state.	Engineering* Maintenance	High	Continue to work on this using feedback from Maintenance and Construction in the districts.
F.4	Review department procedures for testing and accepting new material and procedures developed through research and development.	Engineering* Maintenance	High	▪ Participant in NTPEP for evaluating new materials. ▪ Formalized MDT's research implementation procedures for products and procedures. ▪ Receive information on new products through a nationwide Materials Engineers server list and participation in AASHTO and WASHTO.

Priorities: HIGH - Ongoing/Implement before December 31, 2000; MEDIUM - Implement 2 – 5 years; LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Roadway System Performance (cont.)

F	Goal: Improve Construction and Maintenance Techniques and Materials			
Action		**Responsible Office(s)**	**Priority**	**Status**
F.5	Continue ongoing communications processes with contractors and materials suppliers to improve results.	Engineering* Maintenance District Offices	High	▪ Continuing to meet monthly the MCA/MDT technical liaisons as well as specialty seminars and training with industry. ▪ Monthly minutes are distributed to MCA and district DCS's.
F.6	Continue efforts to review bidding procedures to determine if there are any impediments to implementation of new methods or materials.	Engineering	High	In the process of implementing the AASHTO package of bidding, estimates, and bid collusion detection software.
F.7	Establish a task force including contractors and suppliers to review the bidding process.	Engineering	High	Several changes to the bidding process and bidding procedures have been implemented. This was developed through the monthly MCA/MDT liaison meetings.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Access Management

A	*Goal*: **Improve Corridor Level Access Management to Preserve the Highway System.**			
	Action	**Responsible Office(s)**	**Priority**	**Status**
A.1	Establish a classification scheme for access management that defines the appropriate level of access and access control for different classes of state roadway according to functional classification, existing level of access, and surrounding land use.	Planning* Engineering District Offices Maintenance	High	▪ Consultant contract completed and implementation underway. ▪ Coordinator selected to oversee process. ▪ Pilot projects initiated ▪ Have used the CMS to map access points to help in classification scheme.
A.2	Inventory, refine the methods, and ensure that there is adequate authority to manage access in Montana.	Planning* Engineering District Offices	High	▪ See A.1 ▪ In process of completing inventory of all access resolutions and placing in a database.
A.3	Work to communicate the performance benefits arising from an access management policy.	Planning* Engineering District Offices	High	See A.1

B	*Goal*: **Establish and Fund a Level of Travel Demand Forecasting that will Support an Access Management Program.**			
	Action	**Responsible Office(s)**	**Priority**	**Status**
B.1	Use the state travel ~~Highway~~ Transportation Information System, the TranPlan 21 travel forecasting method and the Congestion Management System to anticipate areas and facilities in need of access management actions.	Planning	High	▪ CMS information is available for 1996 through 1998. ▪ MDT has made transition from Highway Information System (HIS) to Transportation Information System (TIS).
B.2	Encourage improvement of the condition of travel demand forecasting at the Metropolitan Planning Organization level to better anticipate and identify problem areas, and to link access management policies to local land use policies.	Planning	High	▪ Traffic Forecasting Model upgraded to TransCAD to improve ability to use GIS data including land use information. ▪ Billings model completed. ▪ Bozeman under development.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Land Use Planning and Transportation

A	*Goal*: **Encourage Responsible Jurisdictions to Establish Land Use Planning and Development Permitting Mechanisms to Manage Transportation Demand by Building Their Planning Capacity.**

	Action	Responsible Office(s)	Priority	Status
A.1	Work with local jurisdictions to establish and implement a consistent approach for including land use and access management strategies in urban areas and Metropolitan Planning Organization plans receiving state funding.	Planning	High	Ongoing via plan updates.
A.2	Work with the Metropolitan Planning Organizations and urban areas to develop consistent land use driven travel demand forecasting capability.	Planning	High	Ongoing update process with Billings and Bozeman using new TransCAD Modeling Program.
A.3	Participate in a working group of the Department of Commerce and representatives of affected jurisdictions to develop and propose legislative recommendations for the ~~55th~~ 57th Legislature.	Planning	Medium	▪ Met with DOC Regional Economic Development officers. ▪ MDOC is looking at statewide processes.
A.4	Consistently apply existing development review authority to ensure that new development contributes to the cost of resulting transportation system improvements.	Planning* Engineering District Offices	High	System Impact Process developed. Review through the System Impact Process is being consistently applied to approximately 60 projects including several large corridor level projects.
A.5	Encourage the Department of Administration, the Long Range Building Committee, and state agencies to consider transportation demands when locating new capital facilities and leasing new property.	Planning* Maintenance	High	Directory developed and distributed to agencies to encourage coordination.

Priorities: HIGH - Ongoing/Implement before December 31, 2000; MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Land Use Planning and Transportation (cont.)

B	*Goal*: **As Part of the Development Review Process, Provide Authority to Enable Local Jurisdictions and MDT to Require Developer Contributions to Improvements that Accommodate New Traffic Demands.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
B.1	Establish a defensible mechanism for determining the costs of transportation improvements to be paid by the developer.	Planning* Engineering District Offices Legal	High	▪ Criteria and thresholds identified as to when developments should be reviewed in the System Impact Action Process in order to assess costs. ▪ Brochure published and approved by the Transportation Commission as guidance and distributed.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Public Transportation in Montana

A	*Goal*: **Promote and Support Increased Use of Public Transportation Systems.**			
Action		**Responsible Office(s)**	**Priority**	**Status**
A.1	Support local promotional / educational programs to publicize transportation opportunities.	Planning* Public Affairs	High	▪ Brochure and video completed. ▪ MTA effort, training classes, TAWSE, MR TMA – on going. ▪ TDM video and public service announcements completed. ▪ Display booth designed and completed.
A.2	Ensure highway improvements address public transportation needs.	Planning* Engineering District Offices Maintenance	High	▪ On-going process. ▪ Public transportation needs are addressed on a project by project basis as required.
A.3	Provide state-level funding support for transit by providing a fixed amount of funding for rural transit system "off the top" of Surface Transportation Program funds, and transfer urban highway funds to transit at the request of metropolitan planning organizations.	Planning	High	STP funds provided to eligible recipients "off-the-top" in the last five years has doubled funding for capital improvement projects.
A.4	Coordinate state planning, urban area, and transit system development planning and management.	Planning	High	▪ Transit advisory committees. ▪ MR TMA in place. ▪ State agency reps on capital assistance committee. ▪ Presentations at TAC, etc.
A.5	Establish minimum transit service goals in cooperation with local agencies.	Planning	High	▪ Ongoing with annual on-site visits, daily phone contacts, and PTMS completed and in use. ▪ Rural transit needs study underway.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Public Transportation in Montana (cont.)

B	**Goal: Preserve Existing Intercity Public Transportation Service and Encourage/Facilitate the Development of New Services.**

	Action	Responsible Office	Priority	Status
B.1	Work with the intercity bus industry to identify the most effective state-level actions for preserving existing service.	Planning	High	Intercity & Rural Passenger Transportation Study completed.
B.2	Evaluate the costs and feasibility of funding of new intercity service in unserved areas.	Planning	High	▪ Complete – See B.1 ▪ Funded Valley Co. Transit-Glasgow intercity route to Glendive.
B.3	Fund the implementation of a "rural ridesharing" demonstration program.	Planning	High	Kalispell, Missoula, and Helena Ride Share Programs completed.
B.4	Work to improve publicly owned intermodal passenger facilities.	Planning	High	Upgrading Billings Greyhound bus depot.
B.5	Coordinate with Amtrak to facilitate increased use of rail and preservation of existing service levels.	Planning	High	▪ Working with Amtrak and local groups on express freight effort to improve viability of Empire Builder. ▪ Met with Empire Builder manager to discuss other MDT efforts.
B.6	Evaluate intermodal passenger connections using existing bus, train, or airline terminals.	Planning	Medium	▪ IRPT study completed. ▪ Boardings monitored and reported as part of planning process.
B.7	Ensure that Montana's interest in expanded passenger rail services are addressed in any national decision-making concerning increased Amtrak service.	Planning	High	▪ MDT continues to monitor Amtrak activities and provide information and support as needed. ▪ Provided testimony to Amtrak Reform Council.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Public Transportation in Montana (cont.)

C	*Goal*: **Work to Improve Service to Social Service Passengers and the Transportation Disadvantaged – the Elderly, Children at Risk, Low Income, and the Disabled – Through Interagency Coordination.**			
Action		**Responsible Office**	**Priority**	**Status**
C.1	Improve state agencies and local provider cooperation in funding coordination.	Planning	Medium	Staff resources have not allowed for initiation of this action.
C.2	Establish a statewide coordination council to increase flexibility in budgets and budgeting processes so that transportation providers can more easily access and coordinate available funds.	Planning	Medium	State agency representatives and transit providers meeting to address the coordination of transit services (Montana Transportation Partnership Committee).
C.3	Work with Public Service Commission to facilitate easier entry into passenger service provisions (especially Medicaid transportation).	Planning	Medium	Ongoing

D	**Goal: Identify and Implement Transportation Demand Management Actions that will Work in Montana.**			
Action		**Responsible Office**	**Priority**	**Status**
D.1	Encourage Metropolitan Planning Organizations and urban areas to evaluate demand-side strategies in their plans.	Planning	High	Ongoing- Bozeman plan update.
D.2	Work with other state agencies to develop a transportation demand management program for state government.	Planning* Maintenance	High	▪ Try Another Way Committee for (Helena) State Employees (TAWSE) and vanpool expansion. ▪ TDM video and PSAs developed and distributed.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Bicycle and Pedestrian Transportation

A	Goal: Institutionalize Bicycle and Pedestrian Modes			
	Action	**Responsible Office**	**Priority**	**Status**
A.1	Develop the State Bicycle and Pedestrian program with the following elements:	Planning		
	• A coordinator with responsibilities for planning and assisting with implementation. This will include coordination with related state and local government planning efforts.		High	▪ Coordinator advises local agencies on the development and implementation of non-motorized facility plans.
	• A program of training and assistance to staff within the Department to address the needs of non-motorized modes.		High	▪ NHI course sponsored in 1997. ▪ Northwestern University Traffic Institute courses in Helena and Billings in 1999.
	• Coordination with related state planning efforts including State Department of Fish, Wildlife and Parks, State Lands, and Department of Natural Resources and Conservation.		High	▪ Reviewed and commented on FW&P State Trails Plan. Other coordination efforts continuing.
	• Develop a statewide bicycle/pedestrian plan that will implement the related goals and objectives of TranPlan 21.		High	▪ Bike/ped coordinator concentrating efforts on process to ensure bike/ped issues are identified earlier in development of major projects entering the program.
A.2	Work with the Department of Commerce to prepare a bicycle-related tourist guide.	Planning	High	State touring guide updated and 20,000 copies distributed.
A.3	Assist other units of government to provide transportation facilities that encourage or consider the use by bicyclists and pedestrians.	Planning	High	▪ NHI Course sponsored in 1997. Northwestern University course provided to local officials twice in 1999. ▪ Planning assistance available when requested.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Bicycle and Pedestrian Transportation (cont.)

A	Goal: Institutionalize Bicycle and Pedestrian Modes.			
	Action	**Responsible Office**	**Priority**	**Status**
A.4	Prepare and disseminate public service announcements addressing bicycle and pedestrian safety.	Planning* Public Affairs	High	Working with Public Affairs on "Share the Roadway" and "Be Safe Be Seen" campaigns and the development of new public service announcements and materials.
A.5	Encourage the Safety Management System steering committee to use the Safety Management System to provide information on bicycle and pedestrian safety.	Planning	High	Requested that SMS provide information on bicycle and pedestrian safety.
A.6	Encourage the Safety Management System steering committee to undertake efforts to educate motorists on safely interacting with bicyclists and pedestrians.	Planning	High	Requested that SMS educate motorists on safely interacting with bicyclists and pedestrians.

B	*Goal*: Target Bicycle-related and Pedestrian Improvements to Account for Urban, Rural, and Regional Differences in Current and Future Use.			
	Action	**Responsible Office**	**Priority**	**Status**
B.1	Identify the most significant routes designated through Metropolitan Planning Organizations and urban area plans and selected rural "touring routes" with the greatest demand as the basis for planning and system improvement decisions.	Planning* Engineering District Offices	High	▪ Reviewing MPO and urban plans to identify bike/ped routes on state routes and identifying "touring routes". ▪ Looking into data collection technology that may assist in identifying and quantifying bike/ped usage and needs. ▪ Distributing surveys to bicyclists that request travel information to identify most used routes .

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Bicycle and Pedestrian Transportation (cont.)

B	Goal: Target Bicycle-related and Pedestrian Improvements to Account for Urban, Rural, and Regional Differences in Current and Future Use.			
Action		**Responsible Office**	**Priority**	**Status**
B.2	Establish a consistent planning approach and design guidelines for incorporating bicycle and pedestrian facilities into highway improvement projects.	Planning* Engineering Maintenance	High	▪ MDT Road Design Manual defines pedestrian and bikeway facilities design. A periodic review of planning and design criteria will be performed to identify areas needing updates. ▪ Preliminary Field Review guidelines revised to include explicit consideration of bike/ped issues.
B.3	In incorporated areas, unincorporated communities, and Indian reservations consider further bicycle improvements based upon proven use or expected future use.	Planning* Engineering District Offices	High	Current and future bicyclist needs identified early in project development process in cooperation with bike/ped coordinator.
B.4	Improve bicycle and pedestrian facilities in Montana through incorporation in existing projects.	Planning* Engineering District Offices	High	▪ Highway projects include appropriate accommodations based on existing and expected use and available funding. ▪ 1999 TranPlan Public Involvement Survey shows 18% increase in satisfaction with bicycle facilities over 1997 levels.
B.5	Make selected bicycle improvements in urban areas as a congestion management and air quality improvement strategy.	Planning* Engineering District Offices	High	▪ Missoula bike coordinator, bike racks on buses, bike trails, North Reserve, etc... ▪ MACI Program to include similar projects in 19 additional communities.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

Bicycle and Pedestrian Transportation (cont.)

B	Goal: Target Bicycle-related and Pedestrian Improvements to Account for Urban, Rural, and Regional Differences in Current and Future Use.			
Action		**Responsible Office**	**Priority**	**Status**
B.6	Adopt and implement consistent bicycle friendly maintenance standards.	Maintenance* Engineering Planning	High	▪ MDT has improved maintenance of paths/walkways and sweeping operations to remove particulate from the roadway to improve air quality and reduce hazards to bike/ped traffic. ▪ 36 new sweepers, including 17 with sidewalk sweeping capability purchased and delivered in 1999. ▪ As resources allow, District maintenance crews respond to requests for additional maintenance for special events.

Priorities: HIGH - Ongoing/Implement before December 31, 2000: MEDIUM - Implement 2 – 5 years: LOW - Implement when resources allow.
Responsible Office: * Indicates lead office

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